DEPARTMENT OF THE AIR FORCE
HQ AIR INTELLIGENCE AGENCY

AIR INTELLIGENCE AGENCY HANDBOOK 21-101
11 DECEMBER 1996

Maintenance

CHIEF OF LOGISTICS HANDBOOK

This handbook is used as a management tool. It is not directive and cannot be used as authority to establish or implement procedures. It may- contain items that are governed by- directives; however. its contents are based on proven management principles. All subordinate units that have a Chief of Logistics or perform Chief of Logistics (33S3) functions may. use this pamphlet. It is not intended to make a Chief of Logistics an expert in all their duties and responsibilities but to provide a starting guideline.

This handbook does not apply- to the United States Air Force Reserve or the Air National Guard.

Paragraph

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PREFACE

The primary- design of this handbook is to provide guidance to logistics officers newly assigned to Air Intelligence Agency (AIA) or to the maintenance career field. These officers receive general training during the basic communications officer school at Keesler Air Force Base. Mississippi. but none. of this training pertains specifically to logistics organizations within AIA. Since there are differences in logistics organizations, within AIA and among the major air commands., this handbook hopefully will help the new AIA logistics officer adjust to his or her position more quickly and easily. It also should help our senior Noncommissioned Officers (NCO) assigned as LGs at our Cat III organizations.

The basis for the contents of this handbook is from information contained in directives and special reports. AFI *21-116,.Maintenance Management of Communications-Electronics,* and the AIA supplement thereto are two of the major sources of information. However, much of the information comes from the personal experiences of various personnel who have many- years experience in AIA logistics at various levels. Valuable information was also obtained through interviews with various key staff and supervisor), personnel.

We realize there is an overwhelming amount of information in the myriad of directives pertaining to the maintenance function. A lot of what you will need to know to be a successful maintenance officer will come only through experience. We hope to enhance your efforts to gain experience by reducing the amount of time spent digging out answers to frequently occurring questions. Do not substitute this handbook for detailed knowledge of applicable directives--refer to the actual directix7c for authoritative information. We do not expect you to use every idea contained in this book-: simply. read it and use what you think is useful to your particular situation. We hope you will not just glance at it once. then put it aside. You can use it as an effective management tool to transition from an inexperienced position to one of being a seasoned, effective manager.

CHAPTER 1

INTRODUCTION

1.1. WELCOME

1.1.1. Welcome to AIA and the world of the maintenance manager. You are part of an agency with a dynamic mission, and in a position of responsibility for funds. supplies. high-value electronic equipment, and performance and conduct of many subordinates. By virtue of your position. you must be a good supervisor, manager and leader. Notice we said "manager" not "technician." You will get into the technical aspects of the job, but your primary responsibility will be to manage your resources and provide leadership for the maintenance function.

1.2. THE AGENCY

1.2.1. You are part of a Field Operating Agency, reporting directly to the Air Force Assistant Chief of Staff for Intelligence (ACS/1). which has an extremely. dynamic. and versatile mission vital to national security. The basic mission of AIA is to provide signals intelligence (SIGINT). measurement and signals intelligence (MASINT), imagery intelligence (IMINT). communications security (COMSEC). and electronic warfare (EW) analysis and service for Air Force commands and DoD agencies worldwide. AIA also functions as the Air Force element of the National Security, Agency and Central Security Service. The Agency's personnel are deployed in over 100 locations. but most are assigned to operational units strategically located at fixed sites in the Pacific. and European theaters, and the Continental United States. The agency has placed great emphasis in recent years on its ability to provide quick reaction mission support to field commanders from direct support and emergency reaction units.

1.2.2. The vital support AIA provides the rest of the Air Force requires the use of sophisticated electronics and cryptographic equipment, ranging from inexpensive cryptographic devices to modem sophisticated high cost computer and antenna systems. Headquarters AIA provides guidance and support to its units around the world with intermediate command authority ,vested in the 67th Intelligence Wing (IW) and AIA area commanders for

Europe and the Pacific. Additionally, three specialized centers provide specific expertise and support to the Agency's worldwide mission.

1.2.3. The *National Aeronautics Intelligence Center* (NAIC), situated at Wright Patterson AFB OH, is the Air Force's . single, all-source space intelligence center. Its mission is to support the warfighter, the acquisition community and the national policy makers. They perform those functions by acquiring, collecting. analyzing, producing and disseminating aerospace intelligence to the US Air Force, the unified commands, sister services, other members of the intelligence community and our allies.

1.2.4. The *Air Force Information Warfare Center* (AFIWC), collocated with the headquarters, is the Air Force's single center dedicated to providing a broad spectrum of Information Warfare products and services. Its mission is to develop, maintain. and deploy Information Warfare/Command and Control Warfare (IW/C2W) capabilities in support of operations, campaign planning. acquisition, and testing. It acts as the focal point for defensive counter information operations. It is also the Air Force focal point for Tactical Deception and Operations Security training.

1.2.5. The *497th Intelligence Group* (IG), located at Bolling Air Force Base, Washington, DC, provides specialized intelligence services to HQ US Air Force units worldwide. The group provides tailored intelligence assessments in support of Air Staff planning and policy formulation: monitoring, analyzing and reporting on hostile action against the United States and its allies. The organization also provides functional management for all Air Force targeting issues and for all US Air Force Sensitive Compartmented Information security functions.

1.2.6. The *544th Intelligence Group* (IG), situated at Peterson Air Force Base, CO., directs., manages and supports units worldwide in the collection, refinement and delivery of wholesale intelligence. Personnel operate C4I systems, providing space surveillance, threat warning and technical analysis to Air Force Space Command. United States Space Command and the North American Aerospace Defense Command. The group acts as an interface in working infrastructure issues between collocated and associated AIA units. The 544th was activated to provide a single focal point for AIA involvement in worldwide space issues and to posture AIA to better support national agencies.

1.2.7. The *67th Intelligence* Wing (IW). situated at Kelly Air Force Base, Texas, manages the agency's global mission. As the only intelligence wing in the Air Force. the 67 IW manages planning of all-source intelligence. It assists Air Force components in the development of concepts., exercises, and employment of AIA forces to support contingency, low-intensity conflict, counter-drug and special operations as AIA 's integrated wing. Subordinate to the wing are four intelligence groups located in the continental US, Hawaii. and Germany. With more than 9,600 personnel assigned. the 67 IW is one of the Air Force's largest wings. The 67 IW is the only Air Force wing with people and resources permanently located around the world providing continuous coverage to fulfill its global responsibilities.

1.2.8. AIA also supports the *Joint Command and Control Warfare Center,* (JC2WC) which is a Joint Chiefs of Staff Organization collocated with Headquarters AIA. The AIA commander is also the JC2WC director. The JC2WC was formed from the nucleus of the former Joint Electronic Warfare Center. The JC2WC provides direct Command and Control Warfare (C2W) tactical and technical analytical support to operational commanders. The JC2WC supports the integration of operations security (OPSEC), psychological operations (PSYOP), military deception, electronic Warfare (EW). and destruction throughout the planning and execution phases of operations. They provide, direct support to untried commands. joint task forces. functional and service, components. and subordinate combat commanders. They also provide support to Office Secretary of Defense (OSD). the Joint Staff. the services, and other government agencies. The JC2WC maintains specialized expertise in C2W systems engineering, operational applications. capabilities. and vulnerabilities. The JC2WC is comprised of a balanced mixture of personnel from all four military services, the civil service, along with three allied nations.

1.2.9. The .Air *Force Cryptological Office* (AFCO). otherwise known as A Detachment 1. is located at the National Security Agency (NSA). The office is AIA's forward arm for all NSA activities such as technology integration, planning and operations support. and systems acquisition. AFCO takes advantage of its settings with NSA and the Washington. DC, cryptpological community to enhance AIA and Air Force intelligence operations. Their goal is to gain the best support for Air Force operations. AFCO uses Signals Intelligence 2015 as the Air Force cryptologic road map. It tells required cryptologic skills needed to meet future Air Force needs, forecasts

cryptological technologies for Air Force use and develops concepts to re-engineer SIGINT support for Air Force operations.

1.2.10. The *Air Force Technical Applications Center* (AFTAC), located at Patrick Air Force Base, Florida, is provided administrative support from AIA. The AFTAC is the sole DoD agency operating and maintaining a global network of nuclear event detection sensors. This global network is the US Atomic Energy Detection Center (USAEDS). Once the USAEDS senses a disturbing event underground, underwater, in space or in the atmosphere, AFTAC goes into action. AFTAC's laboratories analyze the event for nuclear identification and report the findings to the national command authorities through Headquarters. Air Force. AFTAC's nuclear event detection mission directly links to our nuclear treaty monitoring mission. AFTAC monitors signatory countries' compliance with the 1963 Limited Test Ban Treaty. The treaty prohibits nuclear testing anywhere but underground and prohibits the venting of nuclear debris or radiation from those tests into the atmosphere outside the country's national borders.

Two other treaties AFRAC monitors are the Threshold Test Ban Treaty of 1974 and the Peaceful Nuclear Explosion Treaty of 1976. The 1974 treaty limits the size of underground nuclear tests to, 150 kilotons, while the 1976 treaty monitors the testing of nuclear devices outside agreed treaty sites. AFRAC is on the leading edge of technological research and the evaluation of verification technology for current and future treaties involving nuclear, chemical, and biological weapons programs that threaten national security.

1.2.11. This is a general overview of the Agency, but you can see it's quite widespread for its size, and it interacts in many ways with other Air Force, DoD, and other governmental agencies. As you have already experienced, the security- aspects of your job are very important--the badge, security inspections. gate checks. etc. Do not take any of them lightly. keep them in perspective, and make them an everyday, part of your job.

1.3. LOGISTICS

1.3.1. Where do you fit into the big picture? First of all, you will be working directly for the commander, as will the Director of Operations (DO) and heads of the other "support" functions. Your basic responsibility is to support the mission by ensuring the assigned equipment is fully functional and repaired rapidly and efficiently when it fails. You, will probably have various other jobs (additional duties) which are secondary to this key responsibility. That does not mean they are not important or essential to mission success. We will discuss some of the more important ones in other sections of this book.

1.3.2. Getting back to the basic job. remember you are there to support the operational mission. In reality. this means you support Operations in accomplishing their duties to the mission--but it does not mean you take a "back seat" to them! You and they arc of equal importance and must work hand-in-hand to ensure the successful accomplishment of the mission. One would not be present without the other. In this you will probably have challenging but rewarding experiences working out problems with the Chief of Operations. so it's imperative that you establish a well founded working relationship with that individual from the beginning. It ultimately could mean success or failure for you and most importantly the mission--more on this in a later section.

1.3.3. Since most AIA units are relatively small compared to various other units, you will be a key member of the commander's staff and one of only a handful of officers and senior NCOs assigned. Your support for the Agency and your day-to-day interface with other key personnel will have a major impact on the overall mission effectiveness of the unit. Do not worry about having to look for challenges; they will be easily identified. plentiful, mostly unscheduled. but highly, rewarding when successfully conquered! You have some of the best trained technicians in the Air Force working with you. Motivate and take care of them-, approach each task with dedication, and you will reap the satisfying rewards of success.

CHAPTER 2

COMMANDER

2.1. COMMANDER INVOLVEMENT

21.1. Commander involvement, but not micro-management. is the key to helping you apply maintenance resources to meet mission requirements. Remember the commander is spread very thin, a situation you should keep foremost in your mind as you review the list of Commander's responsibilities to maintenance presented below.

2.2. UNIT COMMANDER

2.2. 1. Recognize that logistics is a vital part of their assigned mission.

2.2.2. Establish a close working relationship with the Chief of Logistics.

2.2.3. Know the maintenance activities requirements, capabilities and limitations, functional responsibilities, accomplishments. difficulties and history.

2.2.4. Delegate the authority- necessary for the Chief of Logistics to effectively perform his or her duties.

2.2.5. Assist and provide direction to the Chief of Logistics in exercising his or her responsibilities in relation to the following:

2.2.5.1 . Maintaining Inter- and intra -service support agreements (AFI 25-201, DODI 4000.19).

2.2.5.2. Functionally supporting logistics activities.

2.2.6. Ensure that maintenance is represented in all organizational planning, programming. and budgeting meetings.

2.2.7. Request at least a weekly briefing on the status of all unit missions. equipment and systems, Conduct the briefing within the logistics complex. preferable maintenance control. whenever possible.

2.2.8. Ensure the availability of an adequate number of trained logistics personnel to meet mission requirements, without mission degradation or scheduled maintenance disruption.

2.2.9. Ensure that logistics technicians are not permanently assigned to non-logistics related duties. Strictly control and limit the use of logistics personnel for details.

2.2.10. Review maintenance support inspection reports and the monthly maintenance plan in sufficient detail to gain an awareness of maintenance quality. Also, that adequate action is being taken to determine root causes and correct an immediate problem. The monthly maintenance plan is mandatory for CAT I & II units, and optional for CAT III & IV units. Determine the required management actions needed to prevent its re-occurrence.

2.2.1 1. Ensure positive coordination and cooperation exists between operations, logistics, and other support agencies.

2.2.12. Monitor the effectiveness and actively support the maintenance Training Program.

2.2.13. Require professional and quality maintenance performance to include complete and accurate maintenance documentation and reporting.

2.2.14. Establish an active viable link between themselves, logistics supervisors. and technicians at all levels to ensure that the commander and worker relationship does not become remote and dysfunctional.

2.3. YOUR INVOLVEMENT.

2.3.1. Quite an extensive and intense list of responsibilities isn't it? Therefore the Commander must rely heavily on the Chief of Logistics to meet and fulfill these obligations. What we want to look at now is some ways you can help the Commander lighten this burden. These approaches by no means are all-inclusive, and no doubt you will have or develop some of your own, but this will give you a good starting point.

2.3.2. Make the most of your weekly briefings--bring the Commander up-to-date on what is happening in the logistics arena and any problems, with which you require assistance.

2.3.3. Invite the Commander to visit the logistics function on a regular basis. Make the Commander feel welcome. This is critical to fostering a good relationship between the Commander and logistics complex. Remember, in most cases. AIA unit commanders come from the rated supplement or are career SIGINT

operations officers and know little about logistics' internal -workings. Helping them understand will help you in the long run.

2.3.4. Take advantage of your Commanders experience and knowledge as a staff officer**.** Even without an extensive logistics background. vou can bet the selection of the commander for his or her position was because of demonstrated, among other things. Superior staff and leadership skills. Learn from them.

2.3.5. Keep the commander updated on significant happenings. Ideally, the Commander will give you some indication of the things they need to know. Rarely will this guidance be all-inclusive. so it is best to let your intuition be your guide in this area. If you have any doubt. pass on the information. The circumstances will dictate the method, but in most cases a short informal note, memo or telephone call will suffice.

2.3.6. Ensure that you provide the commander meaningful feedback on reports sent for their review, particularly maintenance support (MS) managerial evaluations. Also, make sure when the commander asks a question that they receive an answer.

2.3.7. Ensure that your commander knows your people and their accomplishments. Ensure the Commander is knowledgeable of the various logistics awards programs. (see Chapter 9). Additionally, ensure your top performers are receiving the recognition they deserve through awards, decorations. and high-quality EPRS.

2.3.8. You will cut your management workload by up to fifty percent by giving the commander a good appreciation of the logistics capabilities. The responsibility to ensure the commander has this understanding rests with you--the Chief of Logistics.

CHAPTER 3

LOGISTICS MANAGEMENT

3. 1. CHIEF OF LOGISTICS (LG)

3.1.1. There is a direct relationship between the degree of management success in any logistics complex and the manner in which LGs approach their tasks. The effective accomplishment of these responsibilities depends on the amount of visibility and trust the LG has over assigned personnel and equipment, particularly the personnel. A way to attain this visibility and trust is through a well trained and efficient maintenance support (MS) and maintenance control sections along with personal involvement by the LG.

3.1.2. *Performance Indicators*

3.1.2.1 Ensure every action is taken to complete maintenance in as orderly and timely manner as possible to meet required mission taskings

3.1.2.2. Are workcenters and key managers visited frequently? Experience may show some will need visiting more than others**.** but visiting all at least once a week is a good rule of thumb. Don't always wait for a specific reason. Casual visits are just as important.

3.1.2.3. Has an effective and efficient logistics management system been provided for organic and functionally supposed maintenance activities? The best ways to find out are to accompany your MS team on managerial evaluations and talk to the customers being supported. especially the commander.

3.1.2.4. Is logistics represented in all unit planning. programming. and budgeting meetings? (Do not be afraid to be aggressive here).

3.1.2.5. Are adequate communications and transportation resources available to the logistics complex? Check with your people and operations counterparts. Information flow is critical to maintenance well being.

3.1.2.6. Has an initial orientation program been established to ensure that newly assigned personnel understand the unit. mission, structure, the scope of their responsibilities and where they fit into the big picture? You should arrange for the unit POC (normally this is the DO section) to give the unit mission briefings.

3.1.2.7. Have all necessary operating instructions (OIs) been published (ref. AIA Supp I to AFI 21-116 for a list of minimum areas requiring written guidance). Are they clear and concise? Periodically, review your OIs, annually as a minimum, and see if they are serving their intended purpose. OIs are not to be published to change or supplement technical orders (TOs).

3.1.2.8. Are periodic (for example. weekly) logistics managers and supervisors' meetings conducted to outline upcoming programs, discuss problems, self-sufficiency, etcetera, for the maintenance complex?

3.1.2.9. Does the LG have a positive attitude toward reviewing Engineering and Installation (E&I) projects? Does the LG actively support visiting E&I teams? Does the LG coordinate and cooperate with the Chief of Operations, Base Civil Engineers, Communications Squadron Commander (if needed) on these projects?

3.1.2.10. Is the LG closely reviewing MS evaluation reports and ensuring long-term management actions are being taken to correct the problem and ensure cause correction? Too often we treat symptoms instead of root causes to problems.

3.2. LOGISTICS SUPERINTENDENT (SUPT)

3.2.1. A logistics superintendent serves as a technical advisor to the Chief of Logistics. The superintendent provides advice and assistance in the management and administration of the logistics program. The superintendent may also directly supervise the LG administrative function but should not normally supervise the production workcenters. The superintendent is primarily an adviser. The LG should rely heavily on the superintendent for assistance and advice.

3.2.2. Performance Indicators:

3.2.2.1. Is the logistics superintendent capable of performing the duties of the Chief of Logistics upon direction?

3.2.2.2. Is a close working relationship between staff functions and workcenter supervisors developed and maintained?

3.2.2.3. Are frequent visits to the logistics activities made to be become thoroughly familiar with their functions and keep the Chief of Logistics advised of situations that require his or the commander's assistance

3.3. MAINTENANCE SUPERVISORS (Branch Chiefs)

3.3.1. Maintenance supervisors are an intermediate level of supervision where the size, number. or location of workcenters preclude direct supervision by the LG. They act as an extension of the LG by being directly aligned under the LG and supervises several workcenters.

3.3.2. *Performance Indicator*.- Does the maintenance supervisor:

3.3.2.1. Frequently visit each workcenter and equipment operating location?

3.3.2.2.. Ensure that quality, safety, and security are emphasized in the accomplishment of maintenance?

3.3.2.3. Ensure equitable distribution of manpower and skills consistent with maintenance workload? A look at AWM and DIFM rates, in conjunction with a review of training visibility charts. should give you an indication of workcenter qualified manning health.

3.3.2.4. Support the training program by investigating and resolving any observed or reported training deficiencies**?**

3.3.2.5. Coordinate with material control, LG. and workcenter supervisors to establish bench stocks, shop stock, pre-positioned spares, special levels and supply . points, SPRAM, etcetera?

3.3.2.6. Assist with actions to correct discrepancies identified in evaluation and inspection reports., to include identifying underlying causes and management actions to prevent reoccurrence?

3.4. MAINTENANCE CONTROL

3.4.1. Maintenance control is a management function that monitors, coordinates, and controls the use of manpower and material in support of maintenance production. Maintenance control is an overhead staff element

that works for the LG in support of the production workcenter maintenance effort. Maintenance control functions must be located, equipped, and arranged to facilitate the easy and efficient gathering, posting, and recording of status information. A sufficient amount of reliable communications must be installed to support these requirements. The maintenance control supervisor must be a highly qualified individual capable of monitoring and directing the maintenance production effort to ensure successful accomplishment of maintenance control responsibilities. He or she ensures performance of maintenance control functions, advises the Chief of Logistics of problems that affect maintenance production, and recommend solutions for these problems. He or she will keep the LG apprised of the overall maintenance posture, to particularly include maintenance actions that result in equipment status reports (ESR). Accomplish this with a daily briefing whenever possible. Conduct the briefing in the maintenance control area to allow easy access to the data maintained there.

3.4.2. *Job Control:* Maintenance controllers must have broad functional knowledge of the unit, its mission. and assigned equipment. They. should be qualified on at least one of the mission systems maintained. They must be capable of making decisions to support real time mission requirements.

3.4.2.1. The facility provided for this function significantly affects its capability, to direct and control maintenance. Each facility should be completely enclosed to include environmental controls. Control access to job control to reduce general traffic into the area. Communications for use by the job controller should be by telephone hotlines or intercoms to all workcenters and operations areas. Information channels must ensure reliable and timely inputs so that decisions are based on complete. accurate data.

3.4.2.2. *Performance Indicators:* Maintenance control should:

3.4.2.2.1. Receive notification of and act on all equipment outages and malfunctions.

3.4.2.2.2. Know the status of maintenance resulting from mission degradation.

3.4.2.2.3. Know the status of maintenance involving equipment inoperative for parts.

3.4.2.2.4. Maintain a file of Job Status Documents (JSDs). Blocks of Job Control Numbers (JCNS) may be assigned to workcenter. geographically separated units. and for in-flight maintenance.

3.4.2.2.5. Establish an after-hours contact point to perform maintenance control functions when it is not staffed 24 hours and develop detailed written procedures. Although AIA maintenance activities normally employ the single shift concept. job control responsibilities must be performed during all other shifts by the senior maintenance technician on duty or other designated location and person.

3.4.2.2.6. Prepare the maintenance plan according to AFI 21-116 and the AIA Supplement.

3.4.2.2.7. Develop a list of equipment identification numbers and local serial numbers.

3.4.2.2.8. Prepare and maintain the master preventive maintenance inspection schedule.

3.4.2.2.9. Reconcile all deferred JSDs requiring supply action with material control according to AFI 21-116 and the AIA Supplement.

3.4.2.2.10. Review deviations from scheduled maintenance to improve future planning effectiveness.

3.4.2.2.11. Coordinate all scheduled mission downtime with affected agencies.

3.4.2.2.12. Prepare JSDs for scheduled maintenance resulting in equipment downtime.

3.4.2.2.13. Accomplish Time Compliance Technical Order (TCTO) processing.

3.4.2.2.14. Establish and maintain historical files when not decentralized.

3.5. MAINTENANCE SUPPORT (MS)

3.5.1. MS is the staff function of the LG that should embody a leadership philosophy that creates, throughout the maintenance arena. an environment that inspires trust, teamwork, and a search for continuous measurable improvement. A key part of this philosophy is the requirement to assist, not dictate to, workcenter and staff function supervisors along with the LG in identifying and resolving maintenance and management problems. MS

also performs certain maintenance "administration" functions that require a high degree of technical expertise. Personnel selected for the MS functions should be technically. qualified and extremely motivated. plus have the ability to interpret and measure maintenance and management requirements.

3.5.2. MS is responsible to ensure the Maintenance Manpower Management System Position Equipment Table (M3S/PET) is kept current. They are also responsible for the interaction and coordination with the unit office responsible for the MP. For further information on these programs refer to Chapter 6. ENGINEERING AND INSTALLATION (E&I).

3.5.3. MS uses the Maintenance Standardization and Evaluation Program (MSEP) to evaluate the quality of maintenance and the overall maintenance posture.

3.5.3.1 Perform managerial evaluations at least every 18 months on each staff function and workcenter. Perform them also within 4 months on any function or workcenter that receives an IG inspection or higher headquarters staff visit rating of less than satisfactory. MSEP managerial evaluations may not be replaced by Staff Assistance Visits (SAV) and assessments such as Quality Air Force Assessments. etcetera. The inspections and reports should be factual and objective,. and provide an accurate assessment of that activity's ability to meet all mission requirements. and provide recommendations to correct problems identified.

3.5.3.2. Perform technical evaluations on a sample basis of all equipment and systems at least every 18 months to provide an overall indication of the quality of maintenance being performed. Conduct the inspections in sufficient depth to ensure the equipment and systems are being maintained and managed according to applicable technical data. The LG may increase the frequency of technical inspections based on mission requirements. suspected training problems, up-time rates, etcetera.

3.5.3.3. Perform personnel evaluations to assess the effectiveness of a workcenters training program, technician competence. and technical and procedural data accuracy. Accomplish evaluations within 6 months of assignment of new personnel. Follow-on evaluations should be performed at least every 24 months.

3.5.3.4. *Performance Indicators:*

3.5.3.4.1. Are in-depth managerial evaluations performed? Do reports recommend sound management oriented corrective actions as well as identifying, discrepancies?

3.5.3.4.2. Are technical inspections primarily performance and maintenance standard related with secondary emphasis placed on nut-and-bolt compliance (panels tight, screws missing/loose, etcetera)?

3.5.3.4.3. Are personnel evaluation taskings complex and varied enough to really test the technicians' acquired skills and the overall training program?

3.5.3.4.4. Do corrective responses to maintenance Support reports contain management actions directed toward "root cause" as well as corrective actions for the discrepancy?

3.5.3.4.5. Do inspection report action and INFO coordination offices' responses indicate a high level of interest in the MSEP program?

3.5.3.4.6. Is MS involved in the efficiency reporting process to ensure reports arc technically accurate, timely, and adequately controlled?

3.5.3.4.7. Are AFTO Forms 22, **Technical Order Improvement Reports,** submitted to identify and correct technical data deficiencies or errors?

3.5.3.4.8. Are Deficiency- Reports (DR) submitted to document and seek rectification of defects? (Software, Quality, and Material Deficiency Reports).

3.5.3.4.9. Is MS providing deficiency analysis reporting to include investigation, analysis. and the offering of solutions to equipment. training. and in management problems? When outside help is required in problem analysis. Is MS the recommending authority to the LG?

3.5.3.4.10. Has MS established and maintained the technical publications' program? Is emphasis placed on providing current and accurate data to all maintenance personnel? Are incoming TCTOs reviewed for applicability. and timely, compliance.'

3.5.4. Material control: The material control section coordinates with support agencies and assists maintenance personnel in expediting supply- requirements. They. monitor and coordinate areas requiring direct contact with base supply such as maintenance Turnaround (TRN). awaiting parts, etcetera. Material Control consists of trained supply personnel. cognizant of the problems of the maintenance activity. In short, material control provides coordination between maintenance and supply, manages supply transactions. and provides supplies to the technician when and where needed.

3.5.4.1. The supply. liaison solves supply problems, confirms supply data and status, forecasts supply needs, and helps develop maintenance schedules.

3.5.4.2. Mobility. support coordinates initial spare requirements for the mobility, readiness spares package (MRSP) or mission support kit (MSK). It is the single point-of-contact between maintenance and base supply for approved or revised MSRP and MSK requirements.

3.5.4.3. In addition to operating material controls, many. of the Agency's units also have mini-supply accounts. These accounts. known as FB/FX accounts. provide supply support to some of our agency unique systems.

3.5.4.3.1. FB/FX accounts are both automated and manual accounts. The FB accounts are automated using the Standard Base Supply System as a processing platform. However, these accounts are everything but standard. Depot level support comes from both Detachment 2, 645 MATS at Greenville, Texas, (known as DET 2) and Warner-Robins ALC/LR (formally. known as DET 8) at Robins AFB, GA.

3.5.4.3.2. These two depots provide Specialized Asset Management for programs like Combat Sent, Rivet Joint, Compass Call, Cobra Ball. and Senior Year (CARS). These specialized management depots are important in they support our low density, systems. Systems that the normal Air Force wholesale and acquisition programs cannot meet the timelines of our requirements. Many times, unlike with fighter aircraft, our lead time for new system support is weeks or days, not years.

3.5.4.3.3. In addition to the FB accounts, we have FX accounts. FX accounts are manual supply accounts, though they may use a PC computer based software to manage the inventories. These accounts also maintain inventory for items supported through Det 2, 645 MATS and Warner-Robbins ALC/LR. They are used to manage supply items initially provided by National Security Agency (NSA) pending depot level support for the newly installed systems.

3.5.4.4. Within AIA, the Satellite Chief of Supply must be a 2SO71, in the grade of TSgt or MSgt. They have the same responsibilities as the accountable officer under AFMAN 23-220 (AFR 20-14, *Management of Government Property in the Possession of the Air Force).* The assignment of Supply Accounts is under authority in AFM 67-1, Vol I Pt One (Basic Air Force Supply Procedures).

3.5.4.5. *Performance Indicators:* The maintenance effort in your unit is as good as the existing supply support. Inoperative equipment cannot be repaired unless the necessary tools, spare parts, and supplies are obtained promptly in support of the maintenance mission. The following management indicators will assist you in determining if material control is providing satisfactory supply support.

3.5.4.6. *Mission Capable (.MICAP) Management.* During visits to material control, review the status of active MICAP requisitions by- comparing basic supply products and maintenance control records. If a disagreement exists among supply products, material control, or job control records, immediate action is required to resolve the disagreement. Is material control maintaining an aggressive follow-up program with supply on MICAP. Urgency of Need Designator (UND) "A" and UND "B" requisitions?

3.5.4.7. *TCTO and Time Change Programs.* The term TCTO means any equipment modification directive to include TCTOs, maintenance bulletins (MB), modification service bulletins (SB), and other directives as published by recognized Air Force item management activities responsible for the equipment modifications. Accomplish TCTOs by recession dates and replace time change items on time.

3.5.4.8. *Management Indicators:*

3.5.4.8.1. Is material control notified by**,** maintenance control when time change items and TCTO kits are required?

3.5.4.8.2. Ensure the installation date is not scheduled until kits, parts, and tools are available and verified as correct and complete.

3.5.4.9. *Bench Stocks:* Bench Stocks should ensure immediate production level availability of bits and pieces needed to support the maintenance work schedule.

3.5.4.91. . *Management Indicators:*

3-5.4.9.1.1. Are workcenters having difficulty obtaining bench stock refills?

3.5.4.9.1.2. Are items in bench stock red tagged when quantities on-hand reach 50 percent or less?

3.5.4.9.1.3. When was the last walk-through? Base supply personnel, security clearance permitting, are required to visit each bench stock on a monthly basis to effect replenishment action. When base supply cannot perform this duty due to lack of proper clearances. etcetera. the unit's material control function will assume these responsibilities.

3.5.4.9.1.4. When was the last inventory? Timely inventories and a weekly walk-through are the best ways to ensure demand levels are adequate to support maintenance requirements.

3.5.4.9.1.5. Are semiannual bench stock reviews conducted jointly by base supply and material control with a representative of the workcenter?

3.5.4.9.1.6. Are adequate shop stocks established to support maintenance? Shop stock includes items with a unit of issue of greater than one.

3.5.4.10. *Tool Cribs.* A tool crib is a storage and issue point for common tools applicable to two or more workcenters. Establish controls to ensure tools are returned promptly and in a serviceable condition. Issue tools using the AF Form 1297, **Temporary Issue Receipt**, to ensure positive accountability.

3.5.4.10.1. *Management Indicators.*

3.5.4.10.1.1. Are tools returned in a timely manner (daily unless otherwise specified**)?**

3.5.4.10.1.2. Have effective measures been taken to replace unserviceable tools and obtain required special tools that are authorized but not on hand?

3.5.4.11. *Repair Cycle Support:* An important acronym you will encounter when discussing repair cycle assets coded XD (depot condemns) or XF (field condemns) is DIFM. DIFM (Due-in from maintenance) refers to repair cycle assets that flow through maintenance when a demand is placed on supply for a like item. It is important assets arc moved through the repair cycle as quickly as possible.

3.5.4.11.1. .*Management Indicators:*

3.5.4-11.1.1. Does extensive in-work and awaiting maintenance (AWM) backlogs exist? In-work and awaiting maintenance backlogs may eventually become MICAP conditions. The supply computer will not requisition stock replenishment while repair cycle assets remain in DIFM status. Extended DIFM time may result in depletion of serviceable repair cycle assets and subsequent mission failure.

3.5.4.11.1.2. Is base supply advised to update the DIFM records when changes in DIFM status occur?

3.5.4.11.1.3. Is a copy of the DIFM listing (D-19) provided to each workcenter to review the current status on each repair cycle item issued?

3.5.4.11.1.4. Is the DIFM management listing (D-19) being reconciled with workcenter and supple, documents at least monthly to verify, current status and location of the asset?

3.5.4.11.1.5. Is a self-sufficiency program established to expedite the repair of assets? The objectives of self-sufficiency programs are to improve mission capability. Ways to accomplish these are by repairing equipment at

the lowest level of maintenance, reduce system downtime caused by delays in obtaining replacement parts or repairable assets., and minimize transportation and handling costs.

3.5.4.12. *Supply Assistance.* A supply follow- up and assistance request is initiated when unsatisfactory supply service exists. To be effective these requests must contain certain information. Ensure file copies of assistance requests contain:

3.5.4.12. 1. NSN and or Part number of requested item.

3.5.4.12.2. Due-out document number of requested item.

3.5.4.12.3. Quantity requested.

3.5.4.12.4. Requisition and routing identifier.

3.5.4,12.5. Requisition priority.

3.5.4.12.6. Requisition number.

3.5.4.12.7. Current status & estimated delivery date (EDD).

3.5.4.12.8. Justification for follow-up and assistance (mission impact statement). You must make sure you have a strong mission impact statement.

3.5.4.12.9. Was a copy of the request for supply assistance message provided to HQ AIA/LGSW?

3.5.4.12.10. Is material control initiating follow-ups to request supply assistance in the event of no reply?

3.5.4.13. *Publications.* Are the following publications current and on hand within maintenance supply liaison?

3.5.4.13.1. AFMAN23-110,Voll .*Standard Base Supply Customers Procedures.*

3.5.4.13.2. Stock Number Directory (M-14)

3.5.4.13.3. Federal Logistics System (FEDLOG)

3.5.4.13.4. *Daily Document Register (D-04.* This report provides a listing of daily supply transactions for the previous business day, You will only receive one if there were transactions for the account.

3.5.4.13.5. *Priority .Monitor Report* (D-18). This report provides a listing of all priority requisitions along with their supply status and estimated delivery date (EDD). This listing is produced daily and should be reviewed on a daily basis to ensure items have a satisfactory status and EDD so that appropriate actions can be taken.

3.5.4.13.6. *Stock Number Directory* (.M-14). This report provides a list of items loaded at the host Base Supply Account. The listing contains indicative data on stock numbers such as price,. unit of issue. nomenclature, and warehouse location. As an alternative, the host supply may provide a software program in place of a listing. The M-14 is an important research tool, customers use to determine if an item they need may be available from the Host Supply.

3.5.4.13.7. *Critical Item.* If required. material control should designate a critical item monitor to coordinate with base supply's critical item monitor. This will ensure accurate status is maintained and prompt actions taken on critical items processing through the maintenance repair cycle system.

3.54.13.8. *Management Indicators:*

3.5.4.13.8.1. Are removed critical items delivered directly to material control for movement to supply?

3.5.4.13.8.2. Is supply advised of all critical item maintenance repair determination actions within 24 hours of removal?

3.5.4.13.8.3. Arc critical items coded Not Repairable This Station (NRTS) by maintenance processed promptly to supply?

3.5.4.13.8.4. Are requisitions for parts required to repair critical items submitted on a priority basis to supply?

3.6. MAINTENANCE TRAINING

3.6.1. An effective training program is the key to ensure that technicians are qualified to perform their assigned jobs, to include any additional duties and that a balance of skills is maintained within the maintenance complex. During stressed situations, only trained technicians have the knowledge, skills, and confidence to sustain the operation of mission systems. MS, through the Maintenance Training Program, serves as the focal point within the maintenance complex to consolidate and monitor all maintenance training requirements. They also assist workcenters in developing and implementing effective training programs and acquiring any training they cannot provide. The main training objective is to provide specific training needs to overcome known deficiencies rather than the establishment of a general purpose training program. Each workcenter is directly responsible to the LG for all training requirements and shortcomings in their area of the maintenance complex. This may mean MS needs to coordinate with all supervisors to identify specific needs. MS should also thoroughly review the Core Automated Maintenance System (CAMS) training products and MS inspection reports in order to determine if any training deficiencies or problems are indicated.

3.6.2. There are various types of training but you should be aware of three in particular. Upgrade Qualification, and Ancillary and Auxiliary Training: Upgrade and Qualification training make up On the Job Training.

3.6.2.1. *Upgrade training.* This is training for the award of a higher skill level.

3.6.2.2. *Qualification training.* This is hands-on task training to qualify. a technician in a specific duty position during or after upgrade training.

3.6.2. 3. *Ancillary and Auxiliary Training* This is training that contributes either directly or indirectly to mission accomplishment but is separate from an individual's Air Force specialty. This normally includes CPR- Gas-mask Buddy Care. Etcetera.

3.6.3. There are two key references you need to use in the area of training. The first is AFI 36-2201, *Developing, Managing, and Conducting Training.* Pay particular attention to Chapter 3. Section 3.9 - 3.15. Chapters 4 and 5. The second is AFI 36-2232, *Maintenance Training.*

3.6.3. 1. *Performance Indicators:*

3.6.3.1.1. Do the workcenter supervisors maintain -visibility of the maintenance training within their respective workcenters? A good indication is whether the training visibility chart or CAMS products, as appropriate, are up to date at all times.

3.6.3.1.2. Is the LG advised of training deficiencies and requirements?

3.6.3.1.3. Are personnel evaluations and other reports being reviewed to determine if training deficiencies or problems arc indicated?

3.6.3.1.4. Is the Maintenance Training Manager (MTM) periodically visiting each activity,. workcenter. or staff office to review the training programs? A good rule of thumb is at least once a quarter.

3.6.3.1.5. Are sufficient technicians trained on each task required within the workcenter and is there on-going training progression until 100 percent qualified? Again. balance the training visibility ledger requirements and actual training completed with the AWM rates and unscheduled maintenance rates encountered, particularly if the reason is for lack of training technicians.

3.7. **WORKCENTER SUPERVISORS**

3.7.1. The workcenter supervisor has the primary responsibility to ensure the timely and efficient accomplishment of quality maintenance under the LG. He or she must maintain a close working relationship with other maintenance staff and other workcenter supervisors to include operation workcenters they support. Remember that the workcenter supervisor is a working supervisor and must actively participate, as needed, in direct maintenance actions. The supervisor must also be a leader and skilled technician who can manage both personnel and material and can handle a broad scope of responsibilities.

3.7.1.1. *Performance Indicators*:

3.7.1.1.1. Does the workcenter supervisor ensure compliance with maintenance schedules and promptly respond to unscheduled maintenance requirements?

3.7.1.1.2. Is all maintenance that does not require direction by job control controlled by the workcenter? (Within Category III units the workcenter supervisor controls all maintenance.)

3.7.1.1.3. Are realistic estimated times of return to operation (ETROS) established and updated, as necessary, on jobs that require a job status document? (Category III units control maintenance by using AFTO Form 349s or a sub-control register.)

3.7.1.1.4. Are bench stocks and or special levels established, periodically reviewed and regularly replenished?

3.7.1.1.5. Are cannibalization actions or configuration changes performed only when authorized through the maintenance control?

3.7.1.1.6. Are personnel, tools, equipment, and supplies available at the proper time and place to meet maintenance requirements?

3.7.1.1.7. Are the required test equipment, tools, shop mockups, and test fixtures available in quantities required and maintained in a serviceable condition?

3.7.1.1.8. Is supply discipline enforced?

3.7.1.1.9. Has a safe working environment been established and are standard safety practices complied with at all times?

3.7.1.1.10. Are initial evaluations conducted for newly assigned personnel and are personnel upgrade and qualification training objectives met on a timely basis?

3.7.1.1.11. Is the chief of logistics provided pertinent training deficiencies and requirements, and an overall assessment of the workcenter's training and maintenance capabilities?

3.7.1.1.12. Is a workcenter self-inspection program developed. used and updated as needed to ensure early identification and correction of deficiencies?

3.8. AIRBORNE MAINTENANCE STANDARDS AND FVALUATION (Stan/Eval)

3.8.1. The Airborne Maintenance Stan/Eval Program provides unit managers with a means for determining personnel qualification levels of their Airborne Maintenance Technicians (AMT). The administration of this program is outlined in AIAI 11-402. This instruction implements AFPD 1 1-4, *Aviation Services,* and supplements AFI 11-401, *Flight .Management.* and AFI 11-402, *Aviation and Parachutist Service, Aeronautical Ratings and Badges.* It also interfaces with AIAI 11-401, *Standardization and Evaluation,* and implements the maintenance portion of the Air Intelligence Agency (AIA) Standardization and Evaluation (Stan/Eval) Program.

3.8.1.1. *Performance Indicators:*

3.8.1.1.1. Are there an adequate number of qualified AMTs to accomplish the mission?

3.8.1.1.2. Are the AMT training progression timelines within the limits outlined in AIAI 11-402?

3.8.1.1.3. Are deviations in training progression timelines properly documented?

3.8.1.1.4. Do Maintenance Stan/Eval Review Panels (MSERPs) and Special Stan/Eval Review Panels (SSERPs) identify corrective actions and follow-ups, as well as, identify . problems?

3.8.1.1.5. Does the Chief of Stan/Eval routinely interface with the workcenter and trainers?

3.8.1.1.6. Is there an adequate number of airborne evaluators?

3.8.1.1.7. Are evaluations being completed in a timely manner?

3.8.1.1.8. Has the LG developed local directives to implement AIAI II -402?

3.9. ELECTROMAGNETIC COMPATIBILITY (EMC) PROGRAM

3.9.1. AIA is tasked by the National Security Agency (NSA) under USSID 24 to provide reporting of electromagnetic interference (EMI) and radio frequency- interference (RFI) to AIA SIGINT missions, In addition. AIA must provide at each ground field site a staff of technical experts to detect and mitigate EMI and RFI problems. To satisfy- this requirement. each AIA field unit is required to provide a point of contact (POC) to HQ AIA/LGMY to provide reporting of EMI/RFI problems. Units with a ground mission are required to have an EMC committee made up of local base functions (Base Civil Engineers (BCE), Communications Squadron. Frequency Manager. etcetera) to follow base planning and report on projects that might be an interference threat to the AIA mission. Under the EMC committee, each unit is required to have an EMI/RFI team comprised of two to three people with radio maintenance experience to provide the technical support of the NSA requirement. The EMC Committee is chaired by the LG and is required to meet at least once every quarter and provide a copy of the meeting minutes to LGMY and the EMC Center at NSA (GO42). The EMI/RFI team is to be on call 24 hours a day to provide a timely response to interference problems that impact an AIA mission. They must provide equipment in proper working order to detect and locate interference sources. Equipment, training. and engineering support is provided the field units by HQ AIA/LGMY.

CHAPTER 4

RESOURCES

4.1. PEOPLE

4.1.1. Regardless of what you may think or have heard. you cannot perform the mission without resources--people, funds and material. You should strive to attain the most from each of these resources. Neither this handbook nor any directive will give you **all** the answers regarding proper use of resources. You will need to avail yourself of the various techniques and ideas that are so abundantly offered by the "experts" and form your own plan of action. Here are a few thoughts, however, that you may, not have previously considered.

4.1.2. Do you demonstrate a genuine concern for your people? People are your most important resource, and do not let anyone convince you otherwise. Because of their importance, you must treat them with respect and dignity. All of your people have talents and experiences, and their ambitions or ingenuity will vary considerably. Do your best to know your people's abilities. and certainly do not stifle their ingenuity. Do not think you are "above" all of your subordinates; rather. learn from them, recognize their talents and contributions, and use your own talents to supplement and mold them to manage your organization. Many young officers really get themselves in a bind because they antagonize or improperly use their senior NCOs. You will probably find that most of them will have more experience than you do, and they are the key to success or failure. Use and learn from their experiences and do not lose their support and confidence; instead, work to form a good healthy relationship with them and you will maintain your stature as their manager and leader. Above all. continuously use good logic, common sense, and a genuine concern for their welfare as you interact daily with them. We will give you a few ideas about recognition programs in chapter 9.

4.2. FUNDS

4.2.1. Do you comprehend your responsibilities as a financial representative in the unit? As with other resources, funds are very limited and must be carefully managed. You are probably filling a very responsible position as either a Cost Center Manager, Responsibility Center Manager, or Resource Advisor to the commander. In either case, your primary concern is the prudent use of funds. You will be preparing budgets plus monitoring and controlling expenditures. To do this properly, you must be familiar with the basic 65-series directives and AFP 170-1, *The Resource Advisor Handbook.* There is also plenty of help available in the base financial management office do not hesitate to use it.

4.2.2. You should also understand that you cannot buy items from base supply if you have no funds. Therefore, status of your funds is extremely important to know on an ongoing basis. You must also ensure that you have good control over bench stock, administrative and cleaning supplies, tools, and other pilferable items. Lack of good controls can quickly deplete your funds even though on their own these individual items may be relatively inexpensive.

4.2.3. Insist on accurate control and accounting of funds expended. You will receive various documents from base supply, such as the D-18, Priority Monitor Report, and the D-04, Daily Document Register. M30, Due-out Validation Listing, R26. Due In From Maintenance (DIFM) listing and various other products showing status of your requisitions and funds. These documents show transactions in document number sequence, identify special updates and changes, and provide information to determine possible supply system abuses. In a nutshell, you can verify requisition priorities versus actual need for the item, quantities ordered versus quantities actually required, and dollars committed versus dollars you have available to spend. Ensure that you have a qualified person monitoring these documents for you. In fact, get in the habit of personally reviewing these documents periodically. Be sure to instill in your people a good sense of supply and financial discipline. Remember there are a lot of people with legitimate needs competing for very limited funds. Think about that frequently as you commit funds and "balance your budget" throughout the year.

4.3. MATERIAL

4.3.1. Do you understand how to obtain the right material. in the right quantity., at the right time? We have already touched on supply and material control procedures. but a few reminders are necessary. If you do not understand the basic supply system or have not vet received any type of customer training from base supply, schedule it. Also, get with your material controllers or FX supply personnel for assistance with your questions.

4.3.2. Get your maintenance support and material control people to explain the due-in-from-maintenance (DIFM) concept. This is an important part of the Air Force-wide reparable asset control program. While you are at it, get them to explain the bench stock, forward supply point, NRTS. TRN, and various other supply programs that are used in the maintenance complex. An occasional refresher course will not hurt to attend, even if you think you understand these programs. In addition, you should become aware of any policies unique to that location. Always try to plan ahead, and emphasize to your people the need to give base supply as much lead time as possible on all types of requisitions.

4.3.3. Do not rely on crisis management for all of your material needs. Do not "rat hole" stock that you think you might" need. If you use the system properly,. your demands will establish a proper balance in the system. For those anticipated, infrequent requirements for key items, establish special levels and review them as required. There is no magic formula to ensure all of your needs will be met as required. You will have to establish the proper balance of bench stock, shop stock, forward supply points and special levels based on mission requirements. Just remember to **always** think supply discipline and enforce it throughout your organization

CHAPTER 5

THE MAINTENANCE AND OPERATIONS RELATIONSHIPS

5.1. FUNCTIONAL

5.1.1. It's paramount that you and the operations officer strive to enhance the rapport between your functions. This is probably the single most important relationship you should be concerned about--along with the relationship with the commander, of course! There are several areas you should periodically evaluate to be sure you are building a solid link between the maintenance and operations functions.

5.1.2. Do you and your people understand the basic functions of operations? Does operations understand the functions of maintenance? Do you and your key staff and supervisory personnel understand the functional relationship between operations and maintenance? This is a basic concern that may at first appear to be an obviously understood fact-. but do not bet on it. You should remember that maintenance exists to support operations, however, this does not mean that your personnel take a "back seat" to operations. Remember. operations ceases to exist without the support of maintenance personnel. This does not mean that your people are lesser individuals or operations personnel deserve special reverence. You must instill in your people a sense of pride and professionalism that takes a back seat to none. Do not ever allow them to feel as if they are in a subordinate role. Remember, neither function can exist without the other.

5.1.3. It is not necessary that you have a complete in-depth knowledge of how operations functions, but you should know their general organization, basic responsibilities and where maintenance fits into this. It is also important to know the key limitations and restrictions under which they operate. You should ensure your people have an appreciation of the scope and importance of the operations (Ops) mission and how system availability fits into the overall mission environment This will help your people understand the effects of an equipment or system outage. Remember, a lot of your people are not used to a "systems approach"--most of their training was done under a "black box" concept.

5.1.4. The other part of the problem is operations' lack of understanding of maintenance functions and limitations. Too often, operations personnel have failed to realize that maintenance does operate under a set of Air Force directives. Your job is to see that operations personnel develop a good understanding of your key functions. Following are some important ideas you might use to ensure operations has a handle on, what you do.

5.2. REPORTING

5.2.1. Another area of operations you should be familiar with is their reporting criteria. In order to satisfy their requirements, they must often obtain inputs from maintenance. For this information to flow smoothly, your people must have an understanding of why and when operations requires inputs. You should ensure that there is close coordination between your people and operations. Your maintenance control and maintenance support sections along with the maintenance workcenters are the ones primarily involved.

5.2.2. Maintenance actions affecting equipment status are controlled by either maintenance control or the workcenter supervisor, depending on the category of your maintenance activity. The important idea here is that technicians do not arbitrarily choose the piece of equipment on which they will work. which includes equipment that needs preventative maintenance inspections without getting clearance through operations.

5.2.3. Maintenance also has reporting requirements for certain equipment outages. This requires timely and accurate information from Operations. Remember that erroneous equipment status reporting can lead to other problems. For example, if an outage on a specific position or system is not properly reported to higher headquarters, mission tasking that requires use of that equipment could continue to be received. It would be difficult to explain that such tasking can not be performed because of an unreported outage. Parts could be requisitioned at the wrong priority resulting in supply abuse, or worse, a delay in getting the parts.

5.3. CONFIGURATION CONTROL

5.3.1. It is extremely- important that operations understands that installed equipment cannot be arbitrarily moved around or reconfigured to suit individual desires. You are responsible for "configuration control," which means that equipment must be installed according to specific criteria. Operations must understand that even if there is a legitimate need to reconfigure a particular equipment installation. the approval process must take place and will take time. The reason for configuration control is to standardize installation of similar equipment with similar mission taskings. As mentioned in the chapter on Engineering and Installation, drawings must accurately reflect your installed facilities' layout to make them useful in any type of engineering planning and design.

5.3.2. Ensure that operations realizes your maintenance support evaluators are responsible for evaluating equipment maintenance techniques--to include operator maintenance. Remember, serious equipment problems can result if routine maintenance actions are not properly performed. Make sure you impress upon operations the need for good operator maintenance techniques. You should jointly develop the maintenance checklists for use by the operators. If these things are done. there should be no need for operators to become hostile towards maintenance support evaluators as they check the quality of operator maintenance.

5.4. MISSION

5.4-1. Operations must thoroughly understand two key areas within material control. First is the fact that material control must enforce good supply discipline. This means operations must properly identify the effect of an equipment malfunction on the mission. Overstating the severity of the malfunction could result in a legitimate higher priority need for the same part (or component) not being fulfilled. Also. operations should understand the established timeline between requisition and receipt of parts. After taking all possible supply actions, complaining will only create hostility The second key area is that material control is not a unit supply function. Remember. directives and not local policy establishes this. You must ensure that operations realizes support of

the maintenance complex and the operations mission would suffer if unit supply became a material control responsibility. It is certainly appropriate to occasionally use their supply expertise. but to go any further than that would have negative effects. You will have to be real diplomatic in handling this area because many times the commander will be the one asking (or telling) you to perform certain unit supply actions.

5.5. MANAGERIAL

5.5.1. Your relationship with the operations officer, and the relationship between your personnel and operations personnel are "make or break" affairs. So take a good look at these relationships. If they are shaky or uncertain, do something about it. now. One of the first things you should do is obtain the cooperation of the Ops officer in your efforts to improve rapport. Education of your personnel about the functions and responsibilities of maintenance and operations toward each other is a good first step. Establish an informal training and awareness program within each separate function of maintenance. On a regular basis, take key operations personnel through each function, and work out a system for getting your people through the operations functions. Have occasional social events with operations, you will see a definite improvement in attitudes across the board. Even if your relationship is good, keep it that way through an ongoing, open dialogue among your people. You already have a specific reason to officially coordinate with operations during the development of your monthly scheduled maintenance actions that affect equipment status. This can be a good starting point for getting your maintenance control to establish and maintain good rapport with their counterparts in operations.

5.5.2. Although many problems in the relationship between operations and maintenance are very basic and often very noticeable, too many operations and maintenance officers tend to push them aside or overlook them. Remember that officers and supervisors set the example for their people to follow; therefore, they must approach any problem positively. Your attitude and that of your key senior noncommissioned officer (SNCO) and NCOs will permeate through your entire organization. You are the ones who must work to correct any problems, to instill proper attitudes, and who must understand and appreciate the "other guy's" responsibilities. If you keep these ideas in mind, and follow them, you should avoid any "barrier" in the maintenance and operations relationship.

CHAPTER 6

ENGINEERING AND INSTALLATION (E&I)

6.1. GOVERNING DOCUMENTS

6.1.1. As you have probably realized by now, your systems, equipment and facilities are subject to periodic modification and reconfiguration. Many of these actions are a result of program changes directed by NSA or AIA's revised operational requirements. and many will require establishment of formal mission facility projects. You should become familiar with several elements related to formal changes to your installed equipment.

6.1.2. First.. the master program (MP) is the authoritative document for all installed equipment. The document contains listings of all authorized positions by unit and position equipment indicator (POEI) code. Be sure you learn how to interpret the information in the NT and become familiar with your unit and the various POEIs for which you are responsible. Do not become bogged down in details. but know what you are authorized and how to determine when new positions are added or existing positions deleted.

6.1.3. Another document you must become familiar with, and which goes hand-in-hand with the MP, is the maintenance manpower management system position equipment table (M3S/PET). This breaks down the individual items of equipment by POEI. The most important things to remember about this document is that it will tell you the following. What equipment in what quantities should be in each position. What substitute items are authorized. and who is responsible for obtaining these equipment items. Each item is coded as either command furnished, furnished by other sources, or procured by the "local unit." Those items with source expendability codes (SEC) of “3” are items that **you** are directly responsible for obtaining the proper quantities at the proper time - this is an extremely important responsibility. (See AIAI 23-201, Vol 4.) You need to review the M3S/PET frequently (preferably monthly) to ensure you are on top of any actions designated as your responsibility. Logistics is the local unit OPR for the M3 S/PET.

6.1.4. Most E&I projects will have as their basic authority the MP and M3S/PET. However, many projects are "updates" or "improvement" projects involving primarily hardware - no equipment changes - which are initiated by NSA higher headquarters or TSSQ/TSI. TSSQ/TSP assigns all E&I projects and monitor the project progress. Regardless of origin, **all** projects will be reflected in a very important document published by TSSQ/TSIE--the Project Status Report (PSR). It's published monthly and lists all active projects by unit. This is the single, most important management tool you will need to effectively monitor the status of all E&I projects pertaining to your unit. The report will identify the proposed required in-place date. and generally describe the project. It provides an estimated completion date, lists the bills of material (BOM) required and status of BOM actions. It also identifies status of local support actions. The PSR is updated by using required monthly inputs from each field unit for each project. This means the report is only as good as you make it!

6.2. TYPICAL PROBLEMS

6.2.1. . Now let's look at the more significant and frequently occurring problems concerning proper unit support of E&I projects and how you might handle them.

6.2.2. *Problem:* Required equipment is not on-hand by the start date of the project, resulting in a slippage of the project and required operational date specified by NSA or the Agency.

6.2.3. This can have a very significant impact on mission capability and cause wasted man-hours and unnecessary expenditure of funds. The technique you should use to preclude this occurrence is as follows:

6.2.3.1. Ensure your designated monitor for the MP and M3S/PET thoroughly understands the coding of equipment items. Also the monitor knows when they are required to be on-site.

6.2.1.2. Ensure the thorough review of the MP and M3S/PET when you receive them.

6.2.3.3. Ensure requisition action is taken immediately on items for which you_ are responsible.

6.2.3.4. Ensure current status of all local actions reflects in the monthly MFPSR.

6.2.3.5. Establish a dialogue with TSSQ/TSP and AIA/LGS on all potential problem areas.

6.2.4. *Problem:* BOMs are not on-site by the required date, again resulting in possible slippage of a project.

6.2.5. Your most important responsibility in this area is ensuring you appoint a conscientious BOM monitor. This individual is the unit point of contact for BOM-related correspondence and transactions with the E&I personnel at TSSQ. Not only should your BOM monitor establish a comprehensive file for each BOM. but he or she must also establish a good rapport with the host supply concerning incoming shipments and storage. if necessary. Here's where you can have a major impact. Be sure you get to know the Chief of Supply and the transportation officer or NCO, and diplomatically explain your requirements to them. I think you will find they will be helpful when they are not intimidated with a short suspense and the excuse of hiding behind the "green badge" to justify high priorities. Further, ensure BOM items are properly stored and secured, and report status accurately via the PSR response.

6.2.6. *Problem:* Required support actions by- local civil engineers or communications technicians are not accomplished by the required project date.

6.2.7. You can generally preclude this problem by ensuring local support technicians are brought into the picture early. If a site survey is conducted and support requirements are identified, be sure the proper sections are informed and understand their actions. In all cases, work with TSSQ/TSIE technicians to establish a detailed letter or memorandum of agreement (LOA or MOA) between all key support elements. If problems develop, report them to TSSQ/TSP/TSIE. Remember to use the monthly PSR to provide current status of these actions.

6.2.8. *Problem:* The installation scheme is received by the unit, and either local maintenance or the operations section does not concur with the proposed installation due to inaccurate drawings, etcetera. The project is reviewed and accepted and the team arrives on-site, however, operations or others decide to change their requirements.

6.2.9. This is a real headache for the E&I people! What you should do to avoid this unfortunate experience is:

6.2.9.1. Ensure your people and operations understand the project from the beginning.

6.2.9.2. Ensure your people and operations conduct a thorough review of the site concurrence letter or initial scheme.

6.2.9.3. Identify any problems to E&I early.

6.2.9.4. Minimize any last minute changes to installation procedures once the E&I team is on-site.

6.2.9.5. Appoint a qualified liaison NCO to work with the team and encourage operations to do the same.

6.2.10. *Problem:* The E&I team arrives on-site, but loses a day or two of work initially because proper arrangements were not made in advance for billeting, transportation, etcetera.

6.2.11. You can avoid this problem very easily by appointing a project monitor to arrange housing, transportation, administrative support, and security for the team's tools and supplies. Remember that E&I teams spend a lot of time on the road and have a lot of responsibility for their rank and experience. Do not let simple oversights in this area cost you and the command unnecessary mission impact and scarce temporary duty (TDY) dollars.

6.2.12. *Problem:* As-installed drawings are inaccurate or outdated.

6.2.13. Be sure your MS people pay. attention to details in this area. Entire projects are designed using these drawings. and if they are not current. costly mistakes are sometimes inadvertently engineered into the project. You must impress upon your troops the need to work closely with the E&I team chief to update these drawings after completion of each project. Most importantly, for those projects done locally, you have sole responsibility for forwarding the update to TSSQ/TSIE. This may be accomplished by message or letter for small changes, mailing red-lined drawings, or transmitting updated drawings via file transfer protocol (FTP) over the NSANET if available.

6.2.14. There are many other potential problem areas in the E&I arena, but these are the most costly and frequently occurring ones. To summarize briefly remember that proper timing and good installation procedures are essential to achieve operational tasking directed by NSA or command. You must be familiar with the equipment authorizing documents, and know what you are directly responsible for obtaining. You must appoint good monitors for BOM and team support, establish a good working relationship with host activities, and provide the E&I team support throughout the installation phase.

Use the PSR as a management too] and means of communicating with E&I. Keep good files and accurate records, and do not hesitate to correspond **early** with command or E&I on expected problems. The E&I business is dynamic, expensive, and essential to meet the ever-changing mission requirements. You are a key player in the game--so be an informed and effective one!

6.2.15. Key directives: AIAI 23-201 V4, Material Management and Equipment Management, and AIAI 33-109, AFIC Engineering-Installation Project Implementation.

CHAPTER 7

CIVIL ENGINEERING

7.1. SUPPORT

7.1.1. Civil Engineering liaison may turn out to be one of your many primary additional duties. Even if it is not, there are a lot of things you should know about civil engineering support for your unit. Your facilities (buildings, antenna structures, grounding systems. etcetera) must be kept in good order for the mission to be effectively accomplished. Since most AIA units do not have civil engineering technicians assigned, you must rely on the host base civil engineer (BCE) for support. They have specialists in electrical, refrigeration/heating, plumbing, carpentry, and various other civil engineering fields. They also have fully certified engineers in the major engineering disciplines. Besides providing routine maintenance of facilities, they will also provide inspections for some of your antenna structures and handle formal construction projects pertaining to your unit. Something you

should keep in mind is that civil engineering normally comprises many civilian employees, some of whom you will need to interface with periodically.

7.1.2. The following are some of the key. questions you should be concerned with and some helpful hints if things are not functioning smoothly.

7.1.2.1. Are your section's projects up-to-date, properly justified. and adequately processed by unit and BCE personnel? If not. here are some things that may help you get them back on track. Get to know the BCE Operations and Maintenance (O&M) Chief and the technicians who work the BCE scheduling. job control or work authorization areas. Get the O&M chief out to the unit--they may, not be SCI cleared. but do not let that stop you. Show he or she as many of the facilities as possible. Try to find out and understand the various priorities on-base so that you know where you fit into the puzzle. Attend facility's utilization board meetings to see how projects are justified, "shot down", approved, and juggled with other projects in competition for the limited man-hours, funds, equipment. etcetera. Be sure you can fully support your stated priority on all projects. Be ready for tough questions. and be willing to see the other person's position and compromise if necessary.

7.2. PROJECT STATUS

7.2.1. Maintain an accurate file and perhaps even a status chart if you have many active projects. Keep track of. status on all projects, and follow up quickly on problems. Phone calls are fine **sometimes,** but do not stay away from BCE sections too long. As a helpful hint, do not let yourself fall into the trap of having maintenance handle all the support actions for civil engineering technicians who must visit your facility--unless, of course, your commander has directed it! Have Operations and the other applicable sections perform escort duties, etcetera, for the BCE personnel if at all possible. Upgrades are as much in their interest as yours.

7.2.2. You should become familiar with ESCR 85-3 or its subsequent replacement. It does a good job of outlining specific property that is your responsibility to maintain versus those that BCE must maintain. Are your antenna structures in good shape? Have you established an effective inspection program with BCE or the central antenna team (CAT)? In either case,. However, you are directly involved. You must have a local support agreement established with BCE to conduct required periodic inspections, and work with them to establish any needed repair actions. This does not have to be a problem area for you,. but it does require a good working relationship between the unit (you) and BCE. Normally, BCE will be slightly reluctant to assume responsibility such as this especially if they do not get full cooperation from the unit. An example of a potential problem area is the ongoing maintenance of your document disintegration systems (DDS) and safe maintenance--watch these! Your job is to ensure that rapport with BCE remains good. You will be involved with the BCE O&M people and perhaps the programming people if a scheduled repair project is required. So, get to know them, get familiar with ESCR 85-3, and maintain thorough historical files on your antenna structures. Remember, you are talking about valuable property, in terms of dollars and being critical to the mission--take good care of them!

7.3. ASSET MANAGEMENT

7.3.1. Are your routine work orders and real property maintenance requests properly justified submitted, maintained, and followed up to completion? This area could become a headache to you if you do not educate yourself and the rest of the unit on their responsibilities. The main thing you should remember is that the facility custodian (which may or may not be you) is the focal point for these actions. However, people must understand why and how to submit their requests to the responsible facility custodian. Remember, the individual submitting the request needs to ensure it is clear in what is wanted along with a strong justification. The facility custodian may or may not have the knowledge for your required area. Again, the request must be strongly justified. formatted and processed correctly to the BCE. The BCE job control will be the primary interface point for any required follow-up actions. Again, ensure you establish a good relationship with the BCE, and also, maintain accurate files on all BCE actions that affect the assets in your sections.

7.3.2. Unit civil engineering responsibility can be a big job, but a very important one in order to ensure unit facilities are kept functional. Be especially aware that your antenna structures can rapidly deteriorate without a good, coordinated effort between your unit and the BCE. If you are given the civil engineering liaison additional duty, take it seriously and get up to speed on local requirements as well as those directed by the command and Air

Force. It can result in a very rewarding experience, as it gets you involved with various other base functions, and at-times high ranking personnel.

7.3.3. Key directives: The 85 Series AF and AIA regulations, and pertinent local base and wing regulations concerning processing of BCE work requests.

CHAPTER 8

SUPPORT AGREEMENTS

8.1. UNIT SUPPORT AGREEMENTS MONITOR

8. 1.1. If you are your unit's support agreements monitor or responsible for providing input for routine updates**,** here is some information to help you.

8.1.1.1. A completed DD Form 1144, **Support Agreement**, the support supplier provides a receiver and the reimbursement the receiver will pay for that support.

8.1.1.2. Do you understand the two basic types of support agreements? The Intra-service Support Agreement (ISA) is between two Air Force units. Since most AIA units are tenant units on bases operated by other major commands (MAJCOM), there will probably be such an agreement in your organization. The primary directive is AFI 25-201, *Support Agreement Procedures.* The Inter-service Support Agreement (ISA) is between an Air Force unit and other DoD components or government agencies. This is the type of agreement you would use to document support from or to Army or Navy counterparts. The governing directive is DODI 4000.19.

8.1.1.3. Are there other types of agreements? There are two other types of agreements--memorandums of agreement (MOA) and memorandums of understanding (MOU). An MOA is a memorandum that defines general areas of conditional agreement between two or more parties. What one party does depends on what the other party does, (for example, one party agrees to provide support if the other party provides the materials) (DODI 4000.19). An MOU is a memorandum that defines general areas of understanding between two or more parties. It explains what each party plans to do, however, what each party does is not dependent on what the other party does (for example, Does not require reimbursement or other support from receiver) (DODI 4000.19). You should remember that MOAs and MOUs are not source documents to which financial or manpower data can be applied.

8.1.1.4. Do you understand the ISA coordination process? The first step is to ensure the designation of a focal point for coordination of all agreement matters. If you are the focal point for the entire unit, ensure <u>all</u> actions pertaining to agreements are coordinated with you. It is real easy to find yourself with inaccurate or incomplete information if you allow another section to take independent action on an agreement. The functional area managers are probably the key, individuals during coordination of an agreement. It is preferable to have a primary and alternate monitor appointed in each functional area within the unit. They will know the specifics of their functional area and will be able to work with their counterpart in the supporting activity to develop host and tenant responsibilities. Once the specifics in each functional area are determined, the information is forwarded to the designated focal point--which may be you. The agreement can then be put into the proper format.

8.1.1.5. What if problems are encountered during the coordination process? If you are unsuccessful in dealing with your supporting or supported activity counterpart, then elevate the problem up the chain of command to the appropriate OPR for guidance. Be sure to furnish available facts when you do this.

8.2. FOCAL POINT

8.2.1. Remember LGXS or LGS at the headquarters, as then, are the focal point for all support agreement matters. Also, if you are unsure of procedures. these offices can bail you out. You do not have to delay the finalization of an agreement because of an unresolved problem area. Simply annotate the functional area in the agreement with the comments “to be resolved” and forward the agreement for final approval. A revision can be written later for the area in question.

8.2.1.1. Who is responsible for determining the cost of support? The local FM identifies what the receiver pays for, its basis and estimates reimbursement on the DD Form 1144 and its funding annex. Inter-service receivers will be charged for direct costs only, as per DODI 4000.19, para D6. Air Force hosts don't charge Air Force tenants except for items covered by AFI 65-601, Vol *1. Budget Guidance and Procedures,* that is, leased real property occupied solely by the tenant, custodial services such as crew alert facilities, SAGE centers, etcetera, training that is peculiar to that organization.

8.2.1.2. Who is the host base support agreement focal point? The host base support agreements coordinator (SAC) is a person you will want to know on a first name basis. This person usually has a wealth of knowledge about support agreements. He will let you know what information he needs to process your ISA. The more you help the SAC in getting the information he requires the faster you will get your ISA signed.

8.2.1.3. Who negotiates the ISA? You and your functional managers negotiate the level of support your unit requires. Your financial manager and your functional managers negotiate the cost of the support.

8.2.1.4. Who may sign the agreement? The group commander may sign as approval authority on any agreement. Be sure to have your comptroller sign the agreement before your commander. If there is a financial bill to pay, your commander will want the comptroller to ensure funds will be available.

8.2.1.5. How are revisions and reviews handled? Any agreement can be revised at any time during its active period. If you feel an agreement requires a revision due to a change in mission support or man power requirements. You can initiate negotiations between functional area counterparts and revise the agreement accordingly. Existing agreements must be reviewed annually by your comptroller (AFI 25-201, para 5.4.1). Existing agreements must be reviewed every three years by all involved parties. renegotiated and signed by the comptroller and your commander.

8.2.2. Remember, a support agreement monitor must be established within each unit. If you happen to be the lucky one and get appointed as the unit support agreement monitor, cheer up! It is an easy job if you follow the above guidance and maintain good suspense files to ensure your agreements are kept current. Remember that the LGXS and LGS people at the Headquarters are always willing to help you out. Get to know them and get in touch with them “early on” concerning any problems.

8.2.3. Key directives: AFI 25-201 and DODI 4000.19R.

CHAPTER 9

AWARDS

9.1.1 FORMAL AWARDS

9.1.1. As mentioned earlier in chapter four, people are your most important resource. In order to get or keep getting the best out of them, you need to recognize and reward their hard work through a good recognition program.. There are many established formal awards programs; we will mention only a few and provide some other ideas you may want to use for some local programs of your own.

9.1.1.1. SSgt Henry E. “Red” Erwin Award. The award honors outstanding enlisted aircrew performance. This award has airman, NCO and SNCO categories and is open to all AIA enlisted personnel including Air Force Reserve (AFRES) and Air National Guard (ANG).

9.1.1.2. Lt. Gen Leo Marquez Outstanding Communications Electronics (C-E) Maintenance Personnel Awards. A HQ AIA committee selects the command representative, and then the Air Force winners are selected by a board made up of officers from the Air Force Maintenance Management Division. The personnel selected at Air Force level receive an engraved plaque and an Outstanding Maintenance Supply Personnel Certificate signed by the Air Force Chief of Staff and the DCS. Logistics and Engineering, USAF. AIA winners are presented a plaque and certificate for each category. AFI 36-2818, *The USAF Logistics Awards* Program along with AIA Supplement 1 to it are the governing directives. Awards are presented for each category listed below to acknowledge outstanding contributions to improve maintenance operations. The categories are as follows:

9.1.1.2.1. Field Grade Manager (Major-Col)

9.1.1.2.2. Company Grade Manager (2Lt-Capt)

9.1.1.2.3. Supervisor-Manager (MSgt-CMSgt)

9.1.1.2.4. Technician-Supervisor (SSgt-TSgt)

9.1.1.2.5. Technician (SrA and Below)

9.1.1.2.6. Civilian Manager (GS/GM/WS)

9.1.1.2.7. Civilian Technician (WG/WL)

9.1.1.3. *Air Force Information Management Award.* This award annually recognizes the outstanding accomplishments of Air Force information managers. There are categories covering each information management AFSC and all grades. Commands select nominees, submit only one nomination per category for individual awards, and then forward nominations to Chief, Force Management Division (HQ USAF/SCXB). Winners receive a certificate and an engraved plaque. Military people receive an AF Recognition Ribbon (FRR) and civilians an AFRR lapel pin. AFI 36-2845, *Annual Outstanding Air Force Information Management Awards* is the governing directive.

9.1.1.4. *Air Intelligence Agency Safety Achievement Award.* This award is given whenever warranted for individual contribution to the safety program or to the safety of others. The command safety office selects nominees and then forwards them to the AIA Commander for approval. Winners receive a certificate of recognition from the AIA Commander. AIAI 36-2809, *ESC Safety Awards Program* is the governing directive.

9.1.1.5. *Air Force Maintenance Effectiveness Award*. This award is presented annually to the most effectively managed Communications-Electronics (C-E) maintenance activity in the Air Force. The award consists of a trophy, and plaque. Evaluation is based on a review of statistical and narrative information and audit reports. The winning unit keeps the awarded for permanent display. Additionally, the command presents a special award to the unit selected to represent AIA in Air Force competition. This would be a highly cherished award for everyone, as a team, to earn. Do not be afraid to encourage your commander to support your organization for such an award. AFI 36-2818, AIA Sup 1 are the governing directives.

9.1.1.6. *The Major General Harold M. McClelland Award.* This award was established in memory of Major General Harold M. McClelland, the "pioneer of global C-E systems organization and management." This is an annual award that recognizes one (4 systems organization (401) or more members) for excellent support of the Air Force mission during the award year. It is an excellent and prestigious way of recognizing an outstanding "team" effort. Only one ground C-E organization in the entire Air Force receives this award each year—wouldn't you like to be on the receiving end of this one! The award consists of a very nice wall plaque and a certificate. Each eligible MAJCOM forwards its nomination to HQ USAF/SC, who makes the final selection. AFI 36-2849, *Command, Control, Communications, and Computer (C4) Systems Awards Program*, is the governing directive.

9.1.1.7. *The Lieutenant General Harold W. Grant Award.* This award was established in memory of Major General Harold W. Grant who was Director of Telecommunications at HQ USAF from 1958 to 1961 and the first commander of the Air Force Communications Service when it became a MAJCOM in 1961. This is an annual award that recognized one C4 systems organization (400 or fewer members) for excellent support of the Air Force mission during the award year. It is an excellent and prestigious way of recognizing an outstanding "team" effort. Only one ground Communications-Electronics organization in the entire Air Force receives this award each year—wouldn't you like to be on the receiving end of this one! The award consists of a very nice wall plaque and a certificate. Each eligible MAJCOM forwards its nomination to HQ USAF/SC, who makes the final selection. AFI 35-2849.

9.1.1.8. *Air Force Supply Effectiveness Award.* This award is presented annually to the most outstanding SBSS supply support performer by a satellite supply section. This award consists of a trophy. Evaluation is based on the section's duty performance and contributions to improving supply support. AFI 36-2818, AIA Sup 1 are the governing directives.

9.1.1.8.1. There are various individual annual *awards for supply personnel* who have promoted maximum supply effectiveness to include contributions to improving the operations of supply. Selection is made by an AIA committee to determine the command representative, and then the HQ USAF/LGS Awards Board selects the Air Force winners. AFI 36-2818, AIA Sup 1 are the governing directives. The categories are as follows:

9.1.1.8.1.1. Supply Superintendent (MSgt - CMSgt)

9.1.1.8.1.2. Senior Supply Technician (SSgt - TSgt)

9.1.1.8.1.3. Senior Supply Manager (GS -12 - GS-14)

9.1.1.8.1.4. Junior Supply Technician (AB - SrA)

9.1.1.8.1.5. Junior Supply Manager (GS-9 - GS-11)

9.1.1.9. There are *various awards for Transportation personnel* who have contributed to the success of the Air Force and DoD transportation mission. Selection is made by an AIA committee to determine the command representative, and then the HQ USAF/LGT selection award board chooses the Air Force winners. Each AF winner receives an engraved wall plaque and certificate signed by the CSAF. AFI 36-2818, AIA Sup 1 are the governing directives. There are three categories you may be concerned with within AIA:

9.1.1.9.1. Air Force Active Duty Transportation Senior NCO of the Year (MSgt-CMSgt)

9.1.1.9.2. Air Force Duty Transportation NCO of the Year (Sgt-TSgt)

9.1.1.9.3. Air Force Active Duty Transportation Airman of the Year (AB-SrA)

9.1.1.10. *The Thomas P. Gerrity Logistics Award (Unit).* This award was established by HQ USAF in 1967 to recognize superior performance by a unit for logistics support of the Air Force mission. All units below MAJCOM level are eligible for this award.

9.1.1.10.1. There are *awards for the Directorate of Logistics Plans, Programs, and Integration (LGX)* function. These awards recognize individuals or units that have made an outstanding contribution to the Air Force in logistics management and support. The governing directive is AFI 36-2818. The following are the categories of awards.

9.1.1.11. *The Dudley C. Sharp Award*. This awards honors the Honorable Dudley C. Sharp's outstanding service and dedication to the Air Force and to the nation. Command can nominate one civilian or military member who has engaged in some phase of logistics. This award recognizes an individual who has substantially improved or show promise of improving the operational cost effectiveness of the Air Force. This achievement must effect many logistics units or lead to multi-million dollar cost savings.

9.1.1.11.1. There are various individual award categories to recognize outstanding individuals and units in *logistic plans and programs*. Command can submit one nomination in each of the categories. A selection board chaired by the Chief, Logistics and Concepts Division, selects the winner for each category. The categories are as follows:

9.1.1.11.1.1. Military Senior Manager of the Year (Maj-Col)

9.1.1.11.1.2. Military Manager of the Year (Lt-Capt)

9.1.1.11.1.3. Superintendent/Manger of the Year (MSgt-CMSgt)

9.1.1.11.1.4. Technician of the Year (SSgt-TSgt))

9.1.1.11.1.5. Specialist of the Year (Amn-SrA)

9.1.1.11.1.6. Civilian Senior Manager of the Year (Above GS-9)

9.1.1.11.1.7. Civilian Manager of the Year (GS-9 and below)

9.1.1.11.1.8. Unit of the Year

9.1.1.12. SENSOR OLYMPICS. SENSOR OLYMPICS is an enlisted skill area testing, selection, and recognition program within the United States Air Force's Air Intelligence Agency. It recognizes the absolute best

in operations and maintenance technicians from across the command. E-1 through E-6 personnel in eligible AFSCs not assigned to HQ AIA major staff office may participate. Unit commanders select local competitors who are then tested by the unit SNSOR POCs. The top three finalists in each AFSC are then brought to AIA Headquarters in San Antonio, Texas, for final competition and a week of VIP treatment. Winners are announced at the end of SENSOR OLYMPICS Week.

9.1.1.12.1. Eligible Logistics AFSCs: 2A1X7, 2EXXX, 2SXXX, and 9SXXX.

9.1.1.12.2. AIAI 36-2801, *SENSOR OLYMPICS Program* is the governing directive.

9.2. INFORMAL AWARDS

9.2.1. There are many "informal" options for recognizing your people. Here are a few ideas to get you started.

9.2.1.1. *AMN/NCO/SNCO of the Quarter and of the Year.* Most units will have a quarterly and annual recognition program for its outstanding individuals. It will normally cover the well-rounded individual. Be aware of any local directives on these awards and submit your people. In addition you may establish a program recognizing a Technician/Manager of the Quarter/Year. Do not develop something that is too difficult to administer, but no establish consistent criteria and let your people know that criterion.

9.2.1.2. *Letters of Appreciation*. This is really a simple, but meaningful, way to recognize exceptional performance. Do not get into the habit of telling yourself you would like to recognize someone's performance, but just do not have the time to sit down and write a letter of recognition. There is no other resource more deserving of your time than your people—take whatever time is needed and you will be repaid many-fold through continued outstanding performance from those appropriately recognized. In addition, do not forget to do the same for other personnel who provide outstanding support such as E&I team members, operators, etcetera. Ensure you recognize outstanding support not just "a good job" or else it will just become meaningless or superficial.

9.2.1.3. *Pat on the Back.* Sounds' simple doesn't it! Well, it is, but this gesture is too often overlook or not thought of at the appropriate time. People need reinforcement and encouragement. Think about it; it's really frustrating when you know you are doing exceptional work, but no one seems to care or take notice. A simple statement like "good job" or "super effort" at the right time will refresh and revitalize your people. It's a form of positive feedback that lets them know they are on the right track, noticed, and appreciated. Remember, they are human and have the same thoughts and feelings as you do. Put yourself in their shoes frequently, understand their needs, and this type of praise will come rather naturally. One final thought, do not overdo this to the point where it becomes meaningless or superficial. Use it, like any of the other methods of award, when people deserve it. Don't worry, you will not have to look very far to find such a person.

9.2.1.4. *Civilians.* You just might have civilian employees working directly for you or for someone in your division.. If you do, however, do not forget them! There are many established programs identified and explained in the 40-series regulations. Get familiar with these directives and talk to the Civilian Personnel Office on base to get the scoop on their recognition programs.

9.2.2. These programs and ideas are only a starting point for a personal evaluation of your award programs and support of command established ones. It is to be hoped that these ideas have made you think about the importance of recognizing your people. Remember to make whatever methods you establish very meaningful to your people. Give them publicity when possible. Get the commander involved in presenting awards or signing letters of appreciation. Do not forget to take a look at local community or area award programs for which your people may be eligible. Remember, there is a lot of good EPR and OER material tied to an individual's selection for an award. As a final note, have someone research required submission dates for each of the formal award programs, and keep tabs on these dates. Suspense's are critical to being eligible for consideration and to ensure you submit the best award possible. Waiting till the last minute, can result in a poorly written product on a very highly deserving person.

CHAPTER 10

MANAGEMENT TIPS

10.1. GENERAL MANAGEMENT TIPS

10.1.1. The preceding chapters outlined the basic responsibilities of the commander, chief of logistics functions, and those additional duties normally assigned to the maintenance complex. Specific performance indicators were included for your use in each area. In some cases specific management tips were given with the indicators. In areas where they weren't, you should apply the general tips presented in this chapter in your evaluation of the unit's performance.

10.1.1.1. *Observations.* Learn to take in what is happening around you. Periodically, walk through your workcenters and the operations floor and literally see what you can see. For instance, are work benches consistently under utilized while AWM rates are high? Are people observing proper safety procedures and using the required technical data, tools, etcetera? How about the equipment—what kind of shape is it in? Do not hesitated to ask questions; the material control technician probably doesn't know why he has a teletype with repair tags hanging all over it either. Finally, is the place clean and orderly, and do the troops meet Air Force standards? It is not a bad idea to do this on a scheduled basis but make sure you are not MICRO-managing.

10.1.1.2. *Answers and Guidance*. Ensure that when you ask a question you get a timely, quality answer. That doesn't necessarily mean an on-the-spot answer but an answer that needs researched isn't just placed on a back shelf and forgotten about. Do not accept anything less than an accurate and quality answer, even if it isn't what you want to hear. Or else, an environment of sweeping things under the rug versus correcting the problem will develop. Create a working environment where when a problem is brought to you a recommended solution comes also.

10.1.1.2.1. One of the most effective methods for ensuring you get an answer is also one of the easiest. When you ask a question merely suspense it on your desk calendar. Believe me, a few follow-ups will be all that is necessary to ensure that problems when identified are corrected, whereas not following up on them will create an environment that finding solutions isn't important.

10.1.1.2.2. In the area of guidance, if you have a point you want to make or a question you want to ask, you do not have to write a formal communication to get an answer. A short note attached to the item or a note written on the document itself is sufficient and very effective in most cases. Don't forget to suspense it though; and when you ask for a reply it is a good policy to have them return the document in question or a copy along with your note.

10.1.1.3. *Operations Get-Togethers*. It is critical to be aware of the quality of support you are giving operations. One of the best ways to accomplish this is to attend operations meetings, especially if the flight commanders are going to be there. Another method is to come out on a swing or mid shift and talk to the operators on the position. You will find this an invaluable source of information. Also encourage your workcenter supervisors to do the same.

10.1.1.4. *Maintenance Meetings.* There are two kinds of maintenance meetings, formal and informal. The formal meeting is designed to bring the key people together to find out how things are going, discuss problems and solutions, present policy and conduct training—to make them effective requires a great deal of planning and thought on your part. Remember, a meeting is called for a specific purpose and its value can only be determined in how well it achieves that purpose—think about it. A formal meeting without an agenda may get off track and never accomplish its purpose. Informal meetings on the other hand are for having a good time and building esprit de corps in a low threat environment. In this vein a healthy mixture of family and workers get-togethers at picnics or pot-luck luncheons, etcetera is very effective.

10.1.1.5. *Orientation Programs.* One of the best ways to build a strong team spirit is make sure people know why they are there: To do this they must know their job responsibilities and the mission they are supporting. The supervisor and you can explain the job, but you should set up a program where operations gives them a briefing on the mission. This may seem like a little thing to you, but it means a lot. This should start from the very beginning, when an individual is assigned. The first impression they develop will last a long time and if it is negative it will take a long time to turn it around.

10.1.1.6. *Looking Out for the Troops.* If one of your people has a problem, say with finance, you should ensure he or she knows what channels to use to get the problem corrected. If this method proves unsuccessful, then you or the appropriate supervisor should be prepared to go with him or her to get the problem resolved. This type of support is critical to fostering a team effort. It will go along way in knowing you are there when they need help.

10.2. MANAGING INFORMATION

10.2.1. *Management Information Systems.* Information systems are made-up of two types: individual reports which come across your desk one at a time and summary reports which provide you with historical and predictive information. Personnel evaluations, technical inspections, and unsatisfactory material reports are examples of individual reports. Analysis studies, training visibility charts, and managerial evaluations are examples of summary reports. Both provide management data and therefore have some similar characteristics, but they are also very different, a fact you should realize as you review them.

10.2.1.1. *Individual Report Traits:* The main point that needs to be made here is that these reports are extremely narrow in scope. For example, a single technical inspection or personnel evaluation will not provide an accurate assessment of the function concerned. Technical inspections and personnel evaluations must be reviewed in the aggregate to accurately identify, strong and weak points. Such reviews should be directed toward identifying inconsistencies as well as trends. Inconsistencies such as satisfactory personnel evaluations and unsatisfactory equipment inspections require analysis to determine why high scoring technicians maintain low scoring equipment. Consistent low scoring in all areas usually indicates inadequate or improper management actions are being taken. Even consistently satisfactory ratings must be evaluated to ensure inspection and evaluation programs are actually focusing on problem areas.

10.2.1.2. *Summary Report Traits:* these reports are snapshots in time and it is important to consider whether the period being covered is representative enough for the conclusions the author is trying to draw. This is a prime area where, without more data or background into the subject, a wrong conclusion may be reached. This does not mean research every report but do get all the required data before making a decision that results in a vast amount of work.

10.2.2. *Common Report Traits:* A report that just shows historical data is of little or no use. To be effective it should give you the ability to plan for the future. For example, the training visibility chart shows you the number of technicians you need to maintain an item of equipment and the number of people you have trained or are in training to meet this requirement. Periodic review of the chart enables the identification of potential training shortfalls and allows you to take steps to avoid a future deficiency. This action can be extremely critical in the case of equipment that requires long lead-time technical schools.

10.2.2.1. The first thing to keep in mind when you review a report, or receive a briefing for that matter, is that the data provided does not become information unless it is useful for decision making purposes. If it does not pass this test you need to reevaluate its purpose.

10.2.2.2. Remember that every bit of what's in a report is as important as what is not. If an item of important information is missing--ASK WHY. Often it was omitted for a reason, possibly because it didn't tell the story the way the author wanted it to come out or it could have just been accidentally overlooked. We cannot overemphasize the importance of this point--learn to look beyond the narrow spectrum of information you are being presented.

10.2.2.3. Look for areas of linkage and balance between reports. For example, an MS managerial evaluation that indicates a workcenter has a high AWM for qualified technicians does not correlate with a review of the same workcenter's training visibility chart which indicates they have enough trained personnel to handle the workload.

10.3. MANAGEMENT INSPECTIONS

10.3.1. *Inspector General (IG).* The Inspector General Program is the means that a commander gets a clear picture of their operational capabilities through outside inspections. The inspection process consists of both Quality Air Force (QAF) Criteria and compliance orientation. QAF Criteria is the basic framework of QAF based on the Malcolm Baldrige National Quality Award. The AIA Commander determines what the IG team does, how often they do it, and how they quantify their results. A critical aspect is determining the purpose of the inspection

and instilling an attitude in each inspector, and those being inspected. that the exercise will benefit both. You need to be aware of the various aspects of the IG process. Maintenance support should be your center for ensuring you are meeting all the requirements that the IG will evaluate you in.

10.3.1.1. Key directives**:** AFI 90-501. *Criteria for Air Force Inspections, and AIAI 90-201, AIA Inspection Criteria.*

10.3.2. *Quality Air Force Assessment (QAFA).* The QAFA uses the Air Force Criteria as the framework for improving overall unit performance. Specifically, using this criteria will help:

10.3.2.1. Raise quality- performance standards and expectations.

10.3.2.2. Facilitate communication and sharing among and within organizations of all types based upon a common understanding of key quality and operational performance requirements.

10.3.2.3. Serve as a working tool for planning,. training, assessment, and other uses.

10.3.2.4. Improve overall organization performance.

10.3.2.5. Serve as a basis for determining the Secretary of the Air Force Unit Quality Award winner.

10.3.2.2. The foundation of the criteria is a set of core values and concepts. They integrate customer, mission, and organizational performance requirements. They are embodied in a framework of seven categories which focus on seven key areas of customer performance. QAFA is a method to evaluate how well are you meeting the customer needs. It is a far-reaching subject that you will need to understand and use in your day-to-day operations. The governing directives are: *AFPD90-5, Quality Air Force, and AF1 90-501, Criteria for Air Force Assessments.*

10.3.2.3. Metrics: A measurement. taken over a period of time, that communicates vital information about a process or activity. A metric should drive appropriate leadership or management action. Physically, a metric package consists of an operational definition. measurement over time and presentation.

CHAPTER 11

ORGANIZATION AND FUNCTIONS

11.1. DIRECTORATE OF LOGISTICS (LG).

11.1.1. Sets policy and performs planning and administration of logistics programs to include, maintenance, supply, transportation, contracting, systems life cycle planning and installation. Monitors command inter-service and intra-service support agreements and provides management oversight for over 1,500 military and civilian personnel serving in logistics positions at over 100 locations worldwide.

11.2. CONTRACTING DIVISION (LGC).

11.2.1. Responsible to the Director of Logistics for establishing policies and procedures, managing resources, and providing management oversight for the total contracting program for AIA. Advises commander and staff on all matters relating to contracting, acquisition, contract types, public law, small business, competition, DoD and Air Force policy. Exercises total contracting authority and administers contracting program using Public Law, Executive Order, Federal Acquisition Regulation (FAR), Defense FAR, Air Force FAR, Air Force Regulation, and 60 series Air Force Instructions. Excludes and manages the command's contracting and small business programs. Provides contracting policy, procedures, direction and technical assistance to command activities. Appoints and terminates appointments of contracting officers and establishes monetary limitations of each appointment. Chairs Solicitation Review Panels, co-chairs Business Strategy Panels, and is responsible for acquisition planning. Investigates and processes Congressional inquiries, protests, and claims pertaining to contracting matters. Performs all reviews and approvals as directed.

11.3. MAINTENANCE DIVSION (LGM).

11.3.1. Responsible to the Director of Logistics for life cycle management and engineering support for AIA. Formulates maintenance management policy, for over 1,500 personnel assigned to more than 100 locations world wide. Provides maintenance oversight for 1,500 maintenance personnel. Manages an average annual budget of $3.75 million.

11.3.1.1. **MAINTENANCE MANAGEMENT AND POLICY BRANCH (LGMM).** Responsible to the maintenance Division for policies and procedures for AIA maintenance activities. Command OPR for the Product Improvement Program. Responsible for the Logistics Configuration Management Program. Monitors all progress of all material deficiency reports (MDR). Works manpower requirements in conjunction with Manpower and Organization Division (XRM). Functional manager for AFSCs 2EXXX, 2AXXX, and reporting identifier 9SO00, maintenance technicians. Monitors and evaluates the agency's maintenance training program. Manages the Contractor Engineering and Technical Services (CETS) program. Responsible for AIA's maintenance personnel and unit maintenance effectiveness awards programs, and AIA nominations for Air Force-level maintenance awards.

11.3.1.2. **INTEGRATED ELECTRONIC SYSTEMS MANAGEMENT BRANCH (LGMY).** Responsible to the maintenance Division for ensuring electronic systems maintenance support policy and procedures are developed concurrent with airborne and ground systems acquisition and that sustained maintenance support is delivered throughout the system life cycle. LGMY evaluates the agency's system maintenance capability and effectiveness and provides policy and guidance on system maintenance issues. LGMY personnel evaluate plans and programs, participate in headquarters planning meetings, and represent the agency at planning conferences to identify and support agency maintenance concepts, policies, requirements, and capabilities. Additionally, LGMY plans and manages the agency’s Electromagnetic Compatibility (EMC), EMI, and RFI programs, commonly referred to as EMC/EMI/RFI. LGMY also develops policy for the Airborne Maintenance Standards and Evaluations Program, is the OPR for AIAI 11-402, and the OCR for Aviation Service Code (ASC) actions. (LGM is the final approving authority for ASC changes). Final approval authority for the deletion of logistic support for equipment no longer fielded to include deletion of Standard Reporting Designators (SRD). Maintenance Bulletin (MB), and elimination of depot support. Responsible for maintaining the M3S portion of the M3S/PET system. This includes assigning the proper maintenance Code, AFSC, SEI. and annual maintenance man-hours to all equipment in the M3S/PET system, Also includes updating the SRD, Integrated Logistics Support Plan (ILSP). and MB sub-databases of the M3S/PET. Primary LG representative to the agency Master Program Working Group (PWG).

11.4. SUPPLY DIVISON (LGS).

11.4.1. Responsible to Director of Logistics for the development of policies and procedures to effectively manage the Supply Policy and Procedures Branch and Weapon System Support Branch. Establishes policy and provides assistance for all supply systems material management, material control, and transportation activities in AIA. Responsible for the planning, policy and procedures for supply and transportation activities in areas of- financial management, requirements acquisition, storage, accounting, distribution, item identification, automated and manual specialized supply systems, SBSS, equipment management, depot and center material management, and other transportation functions. Represents agency at Air Staff, NSA and joint policy meetings, conferences, and supply executive boards.

11.4.1.1. **SUPPLY POLICY AND PROCEDURES BRANCH (LGSP).** Responsible to the Chief of the Supply and Transportation Division for developing policies and procedures, and providing guidance to manage automated and manual specialized and standard supply accounts, and maintenance and logistics material control functions within AIA. Manages the implementation of the agency's Wholesale Material Management Policy and Procedures in sustainment support of SIGINT. COMSEC and US Atomic Energy Detection systems and equipment. Responsible for managing, coordinating, assisting, directing, and integrating transportation requirements and developing policy to support the worldwide intelligence mission. Develops and integrates supply and transportation requirements into operational and transportation plans. Establishes policies and procedures for the packing, presentation and movement of cryptological and highly sensitive material. Manages Operational Support Airlift Program, procures and validates Air Mobility Command (AMC) Special Assignment Airlift Missions (SAAMS) to support agency deployment worldwide. Acts as the agency's Stock Fund Program

manager and as the functional manager for supply and transportation personnel and manpower actions. Coordinates training matters for supply/transportation personnel. Evaluates and provides supply inputs to agency Program Action Directives (PAD). Integrated Logistics Support Plans, System Acquisition Plans, OPlans, and special projects, and participates in their reviews. Serves as OPR for FOA DoD Activity Code (DODAAC) assignments. Represents HQ AIA as a member the NSA ILS Advisory Group. and attends Air Staff policy meetings, conferences, and working groups. Assists the SCE wholesale community in resolving logistics support problems and issues. Prepares and evaluates SENSOR OLYMPICS tests for supply personnel. Directs and manages the agency vehicle program. Develops and maintains the agency's vehicle authorization listings. Conducts field visits and technical surveys to determine operational efficiency. Ensures public laws, DoD and Air Force vehicle operation directives are implemented and followed. Represents agency at Air Staff, NSA, and joint policy meetings, conferences, and working groups.

11.4.1.2. **WEAPON SYSTEM SUPPORT BRANCH (LGSW).** Responsible to the Chief of Supply for implementation and execution of the command equipment management program.. Administratively controls the Position Equipment Table (M3S/PET) which authorizes most AIA mission equipment. Manages and update Allowance Standards (AS) that are only used by AIA units. Primary office of responsibility for redistribution of excess or detasked SIGINT mission equipment. Agency focal point for the Air Force Equipment Management System (AFEMS) modernization efforts. Responsible for directing and managing the agency's spare parts program. Monitors Mission Capable (MICAP) conditions and status, and provides assistance as required. Manages the War Resale Material (WRM) program for the agency. Reviews Initial Spares Support Lists (ISSL) for all AIA units for accuracy and applicability. Perform desk top reviews of equipment accounts at the request of the unit.

11.5. LOGISTICS PLANS DIVISION (LGX).

11.5.1. Responsible to the Director of Logistics for integrated logistics support for integrated logistics support for new system acquisitions for AIA and the National Security Agency. Participates in execution of a $475 million budget involving over 200 active projects. Manages the agency. Contingency plans and mobility program. and support agreements. Focal point for resource management with the Directorate of Logistics. Participates in the AIA corporate processes, and responsible for the directorate's management information systems. Acts as the AIA Data Management Office. Functions as the Senior Logistician for the AIA Acquisition Professional Development Program (APDP) for Acquisition Logistics.

11.5.1.1. **STRATEGIC INTEGRATED LOGISTICS SUPPORT POLICY AND MANAGEMENT BRANCH (LGXI).** Functions as the AIA Integrated Weapon System Management (IWSM) focal point for all matters pertaining to Integrated logistics support (ILS) for all systems and equipment entering the agency inventory. Responsible for developing policies, procedures, concepts, and guidance relating to acquisition logistics and integrated logistics support for the agency. Acts as the AIA Data Management Office and provides policy program oversight and directs the activities of agency Data Management Program. Performs as OPR for AFICR 0-6. Serves as the agency Integrated Logistics Support Manager (ILSM) for the agency acquisitions or for any system or equipment being introduced into the agenda via acquisitions by DIA, AFMC, NSACSS or other governmental agencies. Directs agency capabilities for planning, programming, policy, policy oversight, and manning ILS for all new tactical and strategic systems and equipment. Active member of NSA's ILS Advisory Group (ILSAG) and represents AIA as the Air Force Service Cryptological Element (SCE) authority for NSA Minimum Essential Integrated Logistics Support Reviews (MEILSRS) policy. Participates as the LG representative on the command PWG and represents the Division of Logistics Plans on the agency CCB. Reviews and coordinates recommendations on NSACSS, USAF, and agency directives pertaining to acquisition logistics support. Serves as the ILS Integrated Product Team Representative for AF/AVA systems.

11.5.1.2. **LOGISTICS POLICY AND SUPPORT BRANCH (LGXS).** Provides policy and guidance for mobility planning, inter-service and intra-service support agreements, and logistics requirements in support of operational planning. Extracts and compiles logistics data from deployment plans. Provides guidance to base-level units in the management of COMPES, LOGMOD-B, including the interface of the COMPES manpower and personnel MANPER sub system. Maintains the flow of LOGDET data and builds logistics packages to meet requirements. Manages the Logistics Readiness Center (LRC) which responds to emergencies, contingencies, exercises, alerts, and limited and general war. Manages the AIA Inter/Intra service Support Agreement (ISA)

Program. Provides training and staff assistance to AIA wing, centers, and groups on the administration of ISAs. Participates in the writing of AIA PADs and P-Plans ensuring all logistics requirements are addressed. Functional manager for 2GOX1 and 21GX career field. Develops and manages the LG infrastructure requirements to include manpower, personnel. information systems, resource management and computer architectures. Responsible for the development of the directorate's total quality enhancement initiatives

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CHAPTER 12

TRAINING COURSES

12.1. The following is a list of training courses that may pertain to your function: AFCAT 36-2223 is the catalog for all USAF Formal Schools. Further assistance can be attained from HQ AIA/LGMM or HQ AIA/DPTF sections.

E5ASN2E151-000	SATCOM
E3AZR2E171-000	ADVANCED DIGITAL WIDEBAND
X5AZA2E251-000	CONSTANT SOURCE
E5AZN2E153-000	BULLSEYE HFDF MAINTENANCE
L5AZG2E351-000	TIDYTIPS III
L5AZG2E351-001	NETWORK TECHNOLOGY WORKSHOP
E3AZR2E000-001	HIGH RELIABILITY SOLDERING
E5AZN2EI53-001	FLAGHOIST
E3AZR2EI71-001	ADVANCED NARROWBAND COMMUNICATIONS SYSTEMS
L3AZR2E391-001	TEMPEST CRITERIA FOR FACILITY INSTALLATION
J3AZR3EO72-002	TROUBLESHOOTING ELECTRICAL POWER GEN EQ
E3AZR2E171-002	ADVANCED INFORMATION SYSTEMS NETWORK
L5AZG2E351-002	PROTEON ROUTER (CLOVER)'
E5AZG2E351-002	DDM-2000 (EM-103)
E5AZG2E351-003	DDM-1000 (EM-102)
E3AZR.2E066-003	QUALITY CONTROL PROCEDURES (IN-RESIDENT)
J3AZR2E653-003	TELEPHONE SUBSTATION/KEY SYSTEM MAINT
L5AZG2E351-003	CISCO ROUTER
X3AZR9S100-004	SYSTEM ADMINISTRATION
J3AZR2E652-007	FIBER OPTICS
J3AZR3E052-007	DIESEL ENGINE OVERHAUL & GENERATOR OPERATION
J3AZR3E51-007	MECHANICAL SYSTEMS ELECTRONIC CONTROLS TROUBLESHOOTING
L30ZR33S3A-010	TEMPEST TESTING BASICS
E4AST2E066-010	QUALITY CONTROL PROCEDURES (MTT)
E5AZA2E251-011	SPECTRUM RISC/UNIX WORKSTATION
E5ASN2EI53-020	AN/FLR-9(V) ENLARGER AND V-CATS
X3AZR2E351-030	MXT-1200 PRINTER & DELTA DATA TERMINAL
E3AZR2E351-040	CRITICOM
E3AZR2E351-043	SIGINT INFORMATION SYSTEMS MAINTENANCE
E3AZR2EI53-045	TRC-176 O/I MAINTENANCE
X5ASG2E251-048	ASH MINOR MAINT TRAINING (ES-373)
E3AZR2E251-054	NEWSDEALER
E3AZR2E251-058	AN/GRC-171B(V)4
X3AZR2E153-061	GROUND SYSTEM DIGITAL TECHNICIAN (NEW ‘Y’)
E3AZR2E251-061	SEAMARK MAINTENANCE
X3AZR2E153-062	WOLFERS/ROCKETEER
X3AZR2E153-063	CHAINWORK
X3AZR2E153-064	LAN/FIBER OPTICS
J3AZR3E072-112	BARE BASE POWER GENERATING EQ (DIESEL)
X3AZR2E251-259	C2SU & PARSEC II
X3AZR9S100-004	UNIT WORKSTATION ADMINISTRATION

12.2. The following is a list of Command specific courses taught -within the Command. The first three are RIVET JOIN'T (RJ) courses, while the fourth is AIA general for 2A1XX, 2E1XX, and 2X2XX. The last five are for the Contingency Airborne Reconnaissance System (CARS). They are all one time training courses.

Prefix	AFSC	Suffix	Title	Duration
AIA	2A1X7	001	Ground Data Processing System Management	5 Weeks
AIA	2A1X7	002	Airborne Maintenance Technician Course	10 Weeks
AIA	2A1X7 2E1X3 2E2X1 2E3X1	013	Tactical Information Broadcast Service Maintenance Course	3 Days
AIA	2A1X7	006	Tactical Ground Intercept Facility and Deployable Ground Intercept Facility	4 Weeks
AIA	2A1X7	007	Ground Control Processor Maintenance Technician (MV Based Systems)	4 Weeks
AIA	2A1X7	009	Mission Intelligence Segment Maintenance Technician	4 Weeks
AIA	2A1X7	012	Ground Control Processor Maintenance Technician (VME Based Systems)	4 Weeks
6AZU	2A1X7	000	Modular Inter-operable Surface Terminal Maintenance	Self-Paced

APPENDIX A

ABBREVIATIONS

For all newly- assigned personnel--and many of the old timers--learning the language of maintenance is a difficult task. The following list is not all-inclusive, but it should help you "converse with the natives" more comfortably.

AFIWC	Air Force Information Warfare Center
AIA	Air Intelligence Agency
AFSC	Air Force Specialty Code
AWM	Awaiting Maintenance
AWP	Awaiting Parts
BCE	Base Civil Engineer/Engineering
BLIS	Base Level Inquiry System
BOM	Bill of Material
CAMS	Core Automated Maintenance System
CA/CRL	Custodian Authorization/Custody Receipt Listing
CAT	Consolidated Antenna Team
CEMT	Command Equipment Management Team
COMSEC	Communications Security
DDS	Document Disintegration System
DEFCON	Defense Condition
DIFM	Due-In-From-Maintenance
DRMO	Defense Reutilization & Marketing Organization
DUO	Due-out
EAID	Equipment Authorization Inventory Data
EDD	Estimated Delivery Date
E&I	Engineering and Installation
EIP	Equipment Inoperative for Parts
EMC	Electromagnetic Compatibility
EPR	Enlisted Performance Report
EW	Electronic Warfare
FC	Functional Code
FTD	Field Training Detachment
FX	Special Supply Account
GSA	General Services Administration
IAW	In Accordance With
ISSL	Initial Spares Support List
JCD	Job Control Document
JCN	Job Control Number
JPG	Job Proficiency Guide
JSD	Job Status Document
MDC	Maintenance Data Collection
MDS	Mission Design and Series
MFIS	Mission Facility Installation Scheme
MFPSR	Mission Facility Project Status Report

MICAP	Mission Incapable for Parts
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MS	Maintenance Support
MSEP	Maintenance Standardization and Evaluation Program
MSK	Mission Support Kit
MSL	Maintenance Supply Liaison
M3S	Maintenance Manpower Working Group
NRTS	Not Reparable This Station
NSA	National Security Agency
O&M	Operations and Maintenance
0I	Operating Instruction
OJT	On-the-Job Training
OL	Operating Location
OPR	Office of Primary Responsibility
ORI	Operational Readiness Inspection
PET	Position Equipment Table
PME	Professional Military Education
PMEL	Precision Measurement Equipment Laboratory
PMI	Preventive Maintenance Inspection
PMR	Priority Monitor Report
POEI	Position Equipment Indicator
POL	Petroleum, Oil and Lubricants
PWG	Master Program Working Group
QRC	Quick Reaction Capability
RDD	Required Delivery Date
RPC	Reparable Processing Center
R&R	Remove & Replace
RSR	Resource Status Report
SEC	Source Expendability Code
SEI	Special Experience Identifier
SIGINT	Signals Intelligence
STS	Specialty Training Standard
TCTO	Time Compliance Technical Order
TO	Technical Order
UGT	Upgrade Training
UJC	Urgency Justification Code
UND	Urgency of Need Designator
VCO	Vehicle Control Officer
WAPS	Weighted Airman Promotion System
WRM	War Reserve Material
WRSK	War Readiness Spares Kit
WUC	Work Unit Code